

**To: Deputy Leader and Members of the Resources Board  
(Councillors Moore, Butcher, Davis, N Dirveiks,  
Forwood, Holland, Johnston, Smith and Winter)  
For the information of other Members of the Council**

**For general enquiries please contact Emma Humphreys/Amanda Tonks on 01827 719221 or via email – emmahumphreys@northwarks.gov.uk or amandatonks@northwarks.gov.uk.**

**For enquiries about specific reports please contact the Officer named in the reports.**

**This document can be made available in large print and electronic accessible formats if requested.**

## **RESOURCES BOARD AGENDA**

**28 January 2013**

The Resources Board will meet in the Committee Room at The Council House, South Street, Atherstone, Warwickshire on Monday, 28 January 2013 at 6.30pm.

### **AGENDA**

- 1 Evacuation Procedure.**
- 2 Apologies for Absence / Members away on official Council business.**
- 3 Disclosable Pecuniary and Non-Pecuniary Interests.**

4 **Request for discussion and approval of remaining En Bloc items.**

5 **Public Participation**

Up to twenty minutes will be set aside for members of the public to ask questions or to put their views to elected Members. Participants are restricted to five minutes each. If you wish to speak at the meeting please contact Amanda Tonks/Emma Humphreys on 01827 719221 or email [democraticservices@northwarks.gov.uk](mailto:democraticservices@northwarks.gov.uk).

6 **Minutes of the Resources Board held on 19 November 2012** – copy herewith, to be approved as a correct record and signed by the Chairman.

**PART A – ITEMS FOR DISCUSSION AND DECISION  
(WHITE PAPERS)**

7 **Corporate Plan 2013-14** – Report of the Chief Executive

**Summary**

The Corporate Plan is updated on an annual basis. The purpose of this report is to seek the Board's approval for the Corporate Plan Key Actions for which it is responsible and to agree the 2013-14 Service Plans for the Finance and Human Resources, Community Services and Corporate Services Divisions and the Internal Audit Service.

The Contact Officer for this report is Jerry Hutchinson (719200).

8 **Appointment of Waste and Transport Manager** – Report of the Assistant Director (Streetscape)

**Summary**

This report asks Members to consider the creation of a new post of Waste and Transport Manager to cover the two important work areas of Refuse and Recycling and Transport following changes to the partnership arrangements with Nuneaton and Bedworth Borough Council.

The Contact Officer for this report is Richard Dobbs (719440).

9 **Parking Places Order 2013**

This report asks Members to approve a revised Parking Places Order and associated Schedules covering all the Borough Council owned and operated off-street car parks.

The Contact Officer for this report is Richard Dobbs (719440).

- 10 **General Fund Fees and Charges 2013/14** – Report of the Assistant Chief Executive and Solicitor to the Council, Assistant Director (Streetscape), Assistant Chief Executive (Community Services), Assistant Director (Housing) and Assistant Director (Finance and HR)

**Summary**

The report covers the fees and charges for 2012/13 and the proposed fees and charges for 2013/14.

The Contact Officer for this report is Nigel Lane (719371).

- 11 **General Fund Revenue Estimates 2013/14 – Services Recharged Across All Boards** – Report of the Deputy Chief Executive

This report covers the revised budget for 2012/13 and an estimate of expenditure for 2013/14, together with forward commitments for 2014/15, 2015/16 and 2016/17.

The Contact Officer for this report is Nigel Lane (719371).

- 12 **General Fund Revenue Estimates 2013/14 – Services Remaining within the Board** – Report of the Deputy Chief Executive

**Summary**

This report covers the revised budget for 2012/13 and an estimate of expenditure for 2013/14, together with forward commitments for 2014/15, 2015/16 and 2016/17.

The Contact Officer for this report is Nigel Lane (719371).

- 13 **General Fund Revenue Estimates 2013/14 – Summary** – Report of the Deputy Chief Executive – TO FOLLOW

**Summary**

This report covers the revised budget for 2011/12 and an estimate of expenditure for 2013/14, together with forward commitments for 2014/15, 2015/16 and 2016/17.

The Contact Officer for this report is Nigel Lane (719371).

- 14 **Housing Revenue Account Estimates 2013/14 and Rent Review** – Report of the Deputy Chief Executive – TO FOLLOW

**Summary**

The report covers the revised budget for 2012/13 and an estimate of expenditure for 2013/14, together with forward commitments for 2014/15, 2015/16 and 2016/17.

The Contact Officer for this report is Nigel Lane (719371).

- 15 **Capital Programme Bids 2013/14 to 2015/16** – Report of the Assistant Director (Finance and Human Resources)

**Summary**

This report identifies proposals for schemes to be included within the Council's capital programme over the next three years.

The Contact Officer for this report is Jon Illingworth (719489).

**PART B – ITEMS FOR EN BLOC DECISIONS  
(YELLOW PAPERS)**

- 16 **Treasury Management Update Quarter 3 2012/13** – Report of the Deputy Chief Executive

**Summary**

This report shows the Treasury Management activity during the first nine months of 2012/13.

The Contact Officer for this report is Sue Garner (719374).

- 17 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - December 2012** – Report of the Chief Executive and Deputy Chief Executive

**Summary**

This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April to December 2012.

The Contact Officer for this report is Robert Beggs (719238).

- 18 **Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy for 2013/14** – Report of the Deputy Chief Executive

### **Summary**

This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2013/14.

The Contact Officer for this report is Sue Garner (719374).

- 19 **Minutes of the Housing Sub-Committee held on 8 October and 21 November 2013 (copies herewith) to be received and noted.**

## **PART C – EXEMPT INFORMATION (GOLD PAPERS)**

- 20 **Exclusion of the Public and Press**

### **Recommendation:**

**That under Section 110A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by Schedule 12A to the Act.**

- 21 **Request to have a Licence over Land** – Report of the Assistant Director (Housing)

The Contact Officer for this report is Angela Coates (719369).

- 22 **Request to Purchase Land** – Report of the Assistant Director (Housing)

The Contact Officer for this report is Paul Roberts (719459).

- 23 **Request to Purchase Land** – Report of the Assistant Director (Housing)

The Contact Officer for this report is Paul Roberts (719459).

- 24 **The Arcade** – Report of the Assistant Director (Streetscape) – TO FOLLOW

The Contact Officer for this report is Richard Dobbs (719440).

JERRY HUTCHINSON  
Chief Executive

## NORTH WARWICKSHIRE BOROUGH COUNCIL

### MINUTES OF THE RESOURCES BOARD

19 November 2012

Present: Councillor Moore in the Chair

Councillors Butcher, Davis, N Dirveiks, Forwood, Holland, Johnston, Smith and Winter.

Councillors Humphreys and Pickard were also in attendance.

#### 47 **Disclosable Pecuniary and Non-Pecuniary Interests**

None were declared at the meeting.

#### 48 **Minutes of the Resources Board held on 3 September 2012**

The minutes of the meeting held on 3 September 2012, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

#### 49 **Housing Revenue Account Budgetary Control Report 2012/2013 Period Ended 30 September 2012**

The Assistant Director (Finance and Human Resources) reported on the total Housing Revenue Account revenue expenditure and income for the period ended 30 September 2012.

**Resolved:**

**That the report be noted and the request for a supplementary estimate of £150,000 be approved.**

#### 50 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – September 2012**

The Chief Executive and the Deputy Chief Executive informed Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April to September 2012.

**Resolved:**

**That the report be noted.**

51 **Internal Audit – Performance for Second Quarter 2012 -13**

The Deputy Chief Executive reported on the progress of the Council's Internal Audit function against the agreed plan of work for the year.

**Resolved:**

**That the report be noted.**

52 **Budgetary Control Report 2012/13 – Period Ended 31 October 2012**

The Assistant Director (Finance and Human Resources) reported on the revenue expenditure and income for the period from 1 April 2012 to 31 October 2012. The 2012/13 budget and the actual position for the period, compared with the estimate at that date were detailed, together with an estimate of the out-turn position for services reporting to the Board.

**Resolved:**

**That the report be noted.**

53 **Consolidated Budgetary Control Report 2012/13 – Period Ended 31 October 2012**

The Assistant Director (Finance and Human Resources) updated the Board on the total Council General Fund revenue expenditure and income for the period from 1 April 2012 to 31 October 2012.

**Resolved:**

**That the report be noted.**

54 **Capital Programme 2012/13 Period Ending November 2012**

The Assistant Director (Finance and Human Resources) updated Members on the progress of the 2012/13 Capital Programme in terms of expenditure.

**Resolved:**

**That the report be noted.**

55 **Treasury Management Update Quarter 2 2012/13**

The Deputy Chief Executive reported on the Treasury Management activity during the first six months of 2012/13.

**Resolved:**

**That the report be noted.**

56 **Exclusion of the Public and Press**

**Resolved:**

**That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by Schedule 12A to the Act.**

57 **Update on Housing Developments**

The Assistant Director (Housing) updated the Board on matters that had arisen with regard to the new housing developments at Queensway, Hurley and Lister Road, Atherstone which need further decision.

**Resolved:**

- a That, with regard to the Queensway Hurley Scheme, the reduction in land value plus legal costs outlined in the report of the Assistant Director (Housing) be agreed; and**
- b That the development of new shops at Lister Road include 4 flats rather than the 8 proposed in the report to Resources Board on 3 September 20120.**

58 **Request for Disabled Facilities Grant to provide for a Housing Adaptation**

The Assistant Director (Housing) provided the Board with information about a recommendation by Warwickshire County Council requiring a Disabled Facilities Grant funding commitment outside of the authority of officers.

**Resolved:**

- a That, should an application be received and it meets the criteria, a case conference be held with relevant professionals to determine specific requirements and costs involved; and**
- b That a further report outlining this information be brought to a future meeting of Resources Board.**

59 **Request to have a Licence Over Land**

The Assistant Director (Housing) informed the Board about a request for a licence to cross the Council's land off Long Street, Atherstone.

**Recommendation to the Council:**

**That the request to have a licence to cross the Council's land off Long Street, Atherstone, shown at Appendix A of the report of the Assistant Director (Housing), be agreed.**

**60 Council Land in Atherstone**

The Assistant Chief Executive and Solicitor to the Council and the Assistant Director (Streetscape) sought Members' approval to commence legal action in respect of unauthorised works to Council land in Atherstone.

**Resolved:**

**That the commencement of legal action and all other necessary steps in respect of the unauthorised works to Council land by the Assistant Chief Executive and Solicitor to the Council be agreed.**

**61 The Arcade, Atherstone**

The Assistant Director (Streetscape) provided details of the financial offer and supporting information from Atherstone Town Council to purchase the Arcade, Long Street, Atherstone.

**Recommended:**

- a That the offer from Atherstone Town Council, as set out in paragraph 3.2 of the report of the Assistant Director (Streetscape), be accepted; and**
- b That The Arcade, Long Street, Atherstone, be declared surplus to the Council's requirements.**

J Moore  
Chairman

**Agenda Item No 7**

**Resources Board**

**28 January 2013**

**Report of the  
Chief Executive**

**Corporate Plan 2013 - 14**

**1 Summary**

- 1.1 The Corporate Plan is updated on an annual basis. The purpose of this report is to seek the Board's approval for the Corporate Plan Key Actions for which it is responsible and to agree the 2013-14 Service Plans for the Finance and Human Resources, Community Services and Corporate Services Divisions and the Internal Audit Service.

**Recommendation to the Executive Board**

- a That those Corporate Plan Key Actions as set out in Appendix A to the report for which the Resources Board is responsible be agreed; and**

**Recommendation to the Board**

- b That those elements of the Service Plans that are the responsibility of this Board, as set out in Appendix B to the report be agreed.**

**2 Consultation**

- 2.1 Councillors with responsibility for the relevant areas have been involved in discussions relating to issues contained within the Appendices.

**3 Report**

- 3.1 Corporate Plan Key Actions and Divisional Service Plans are normally agreed in the January/February cycle of meetings and adopted by Full Council in February at the same time as the Budget.

- 3.2 At its September 2012 meeting the Council agreed the main issues to be considered for inclusion in the 2013/14 Corporate Plan and this report now seeks approval for the Corporate Plan Key Actions for 2013-14.

- 3.3 Appendix A sets out proposals for those Key Actions which fall within the remit of the Resources Board. Members are requested to recommend to the Executive Board that the Corporate Plan Key Actions set out in Appendix A are agreed.

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- 3.4 A report will be presented to Boards/Sub-Committees after the end of the financial year to show the year end out-turn on the 2012-13 Key Actions. Proposals for 2013-14 will form part of the 2013-14 Corporate Plan which covers the Council's top level priorities.
- 3.5 It is also important, however, that Members are aware of and agree the significant amount of work carried out within the Divisions to provide services to local people. This information appears in a single document for each Division, the Divisional Service Plan, which is the key management tool for ensuring that services deliver their annual work programme.
- 3.6 The Service Plans for the Finance and Human Resources, Community Services and Corporate Services Divisions and the Internal Audit Service comprise Appendix B to this report. The Board is invited to consider those elements of these Plans that are the responsibility of this Board.
- 3.7 Where there are any budget implications for another Board/Sub-Committee arising out of this work programme, those implications will be drawn to the attention of the relevant Board/Sub-Committee in the Budget report going to this cycle of meetings. Similarly, any budgetary implications for this Board from Divisional Plans being reported to other Boards/Sub-Committees are dealt with in the Budget Report also on this agenda.
- 3.8 Once the Corporate Plan Key Actions and Divisional Service Plans have been agreed, they will all be subject to the usual reporting procedures for monitoring performance as for last year, ie:-

- Monthly reports are considered by Management Team;
- A traffic light warning indicator is used:-
  - Red – target not likely to be achieved.
  - Amber – target currently behind schedule and requires remedial action in order to be achieved.
  - Green – target currently on schedule to be achieved;
- Progress reports to each Board/Sub-Committee meeting, and
- The Scrutiny Board to monitor the performance of indicators and targets where the traffic light is amber and red.

## 4 Report Implications

### 4.1 Finance and Value for Money Implications

- 4.1.1 Where possible, key actions and indicators for 2013-14 will be achieved from within existing Board/Sub-Committee resources. Details of any additional funding are included in the right hand column of the table in Schedule A and in the Budget report and will be in appropriate cases, the subject of reports to the Board.

**4.2 Human Resources Implications**

4.2.1 Any Human Resources implications resulting from the proposals in the Schedule will be the subject of further reports to the Board.

**4.3 Risk Management Implications**

4.3.1 The main risk is ensuring that the Council prioritises its resources to enable it to deliver its priorities. The performance monitoring arrangements set out above provide the mechanism to ensure that remedial action can be taken to review progress and ensure that priority outcomes are delivered.

**4.4 Links to Council's Priorities**

4.4.1 These are set out in the Appendices.

The Contact Officer for this report is Jerry Hutchinson (719200).

**Background Papers**

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>

## PRIORITIES AND KEY ACTIONS

<p><b>PRIORITY 1</b></p> <p><b>PUBLIC SERVICES AND COUNCIL TAX</b></p>	<p><b>Protecting public services for local people, whilst maintaining a balanced budget and keeping Council Tax increases lower than inflation.</b></p>
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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To substantially complete identified improvement works to the Council's main offices to ensure the ongoing provision of services to the local community while safeguarding the safety and security of all residents, staff and visitors who use The Council House building and seeking to make the buildings more environmentally friendly. Detailed updates on progress of the project will be regularly reported.</p>	<p>Resources Board/Executive Board/ Special Sub/DCE, AD (S)</p>	<p>The capital and revenue implications will be reported as part of the decision making process.</p>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To work through a programme of capital and maintenance improvements to key council buildings, community buildings, shops and industrial units, including seeking ways to reduce, where possible, our carbon footprint.	Resources Board/AD (S), AD (L&CD)	The capital and revenue implications will be reported as part of regular update reports.
To continue to contribute to the effectiveness and savings targets through delivery projects which help implement the Procurement and Commissioning Strategy.	Resources Board/AD (CS)	To be met within existing budgets.
To continue to contribute to the effective provision of services through implementing the actions and projects which help deliver the ICT Strategy.	Resources Board/AD (CS)	To be met within existing budgets.
To monitor the operation of the Housing Revenues Account Business Plan and maintain a 30 year forecast.	Resources Board/Housing Sub/DCE, AD (H), AD (F&HR)	To be assessed when further detail is known.

<p><b>PRIORITY 7</b></p> <p><b>HOUSING</b></p>	<p><b>Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places.</b></p>
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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To implement the work of the Task and Finish Group established to review the Borough Care Service and deliver any actions agreed by the Resources Board as part of the review.</p>	<p>Resources Board/AD (H)</p>	<p>Any financial implications will be identified as part of the review.</p>

<b>PRIORITY 8</b>	
<b>ACCESS TO SERVICES</b>	<b>Providing easier access to Council services, particularly through the internet.</b>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To work to improve broadband access for the people and businesses of North Warwickshire through the work of the Council and specifically the Coventry, Solihull and Warwickshire BDUK Project.	Resources Board/AD (CS)	BDUK funding and approved Council matched funding.

## 2013/2014 DIVISIONAL PLAN

The work of the Division is made up of a number of core tasks, which are carried out on a continual basis, and a number of more specific pieces of work.

**CORE TASKS**

<b>Financial Accountancy</b>	
1	To ensure that budgetary control is exercised throughout the Council on capital schemes
2	To provide a Treasury Management service
3	To invoice and collect Sundry Debtor income
4	To allocate Miscellaneous Income
5	To ensure the Authority has appropriate insurance cover
6	To monitor the Authority's VAT position and liaise with Customs and Excise
7	To carry out cash and bank reconciliations for all of the Authority's accounts
8	To co-ordinate risk management within the Authority
9	To complete grant claims and statistical returns as required
10	To provide financial advice to colleagues and members as requested

<b>Management Accountancy</b>	
1	To ensure that budgetary control is exercised throughout the Council on revenue activities
2	To maintain the Financial Management System
3	To provide a payroll service for all employees and members
4	To pay the creditors of the Authority
5	To complete grant claims and statistical returns as required
6	To provide financial advice to colleagues and members as requested

<b>Human Resources</b>	
1	To assist in the operation of the Recruitment and Selection process
2	To ensure that training and development needs are met throughout the Council
3	To ensure that corporate training is delivered in line with the programme
4	To provide advice and guidance on all HR issues
5	To monitor compliance with all HR policies and systems
6	To provide support on Health and Safety issues to Divisions
7	To assist services with the management of sickness absence
8	To provide management information as appropriate for all levels of managers

<b>Division/Assistant Director Finance &amp; Human Resources</b>	
1	Hold pre and post training briefings
2	Divisional/section meetings
3	To produce PIs and other performance monitoring information
4	Monitor progress on Divisional training
5	Update risk assessments of the Division
6	Carry out safety audits relating to the division
7	To respond to Freedom of Information requests, as necessary

FINANCE AND HUMAN RESOURCES DIVISION

2013/2014 DIVISIONAL PLAN

**SUMMARY ACTION PLAN – specific work**

Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To carry out preparatory work for the implementation of Auto-enrolment from January 2014	SRM	Mgt Accts	Jan 2013	Dec 2013	High	Implemented from 1 January 2014	
To review the agreed financial strategy, in light of resources changes, to ensure it is still fit for purpose	SRM	AD (F&HR)	April 2013	April 2013	High	Members notified of any changes needed	
To review the 2012/13 training year against the agreed programme	Staff Care	HR	April 2013	May 2013	High	Results reported to Management Team	Existing budget
To complete the year end procedures for the 2012/13 financial year	SRM	Mgt Accts AD (F&HR) Fin Accts	March 2013	June 2013	High	<p>Review of annual governance arrangements completed by end of March</p> <p>Statements of Assurance rec'd from EMT by April 2013</p> <p>Accounts closed by end of May Annual Governance Statement considered by Management Team by end May</p> <p>Reports to Executive Board in June</p> <ul style="list-style-type: none"> <li>• 2012/13 Out-turn</li> <li>• Earmarked Reserves</li> <li>• Capital funding</li> <li>• Annual Governance Statement</li> </ul> <p>Minimal report to those charged with governance to Executive Board in Sept by PwC</p>	This may need to take priority over other areas

FINANCE AND HUMAN RESOURCES DIVISION

2013/2014 DIVISIONAL PLAN

Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To implement RTI (real time information) within payroll	SRM	Mgt Accts	April 2013	June 2013	High	Successful implementation	
To calculate and send out service charges for HRA tenants / leaseholders	SRM	Mgt Accts Fin Accts	July 2013	August 2013	High	Leaseholders / tenants notified of service charges	Existing budget
Provision of benchmarking data for the housing service to Housemark	SRM	Fin Accts Mgt Accts	July 2013	Sept 2013	Medium	Full information provided to Members for decision making	Existing budget
To assist with the accountable body duties for the Leader Project	SRM	Mgt Accts	April 2013	Sept 2013	High	No unexpected costs for the Council.  Maximum grant obtained.	Existing budget
To update the F&HR Divisional Workforce Plan	SRM	AD (F&HR)	Sept 2013	Dec 2013	High	Updated plan included in the Authority Plan	
To roll out the 360 appraisal process to principal officers	SRM	HR	Oct 2013	Dec 2013	Medium	Reports available for appraisals	
Arrange the staff survey, analyse the results and provide feedback for management	Staff Care	HR	Oct 2013	Dec 2013	High	Results considered by EMT and circulated to managers	Use of Management Team contingency (if needed)
To update Financial Regulations	SRM	Fin Accts Mgt Accts	Sept 2013	January 2014	High	To take amendments to Board for approval, if necessary  To provide briefing sessions for staff	Existing budget
To have produced and reported to the Executive Board on proposals for updating the financial strategy	SRM	AD (F&HR) Mgt Accts	August 2013	February 2014	High	Budget Strategy for 2014/15 approved in September 2013  Budget strategy updated in February 2014	Existing budget

FINANCE AND HUMAN RESOURCES DIVISION

2013/2014 DIVISIONAL PLAN

Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To work with Divisions as required to ensure proposed savings are achieved	SRM	AD (F&HR) Mgt Accts	April 2013	February 2014	High	Savings achieved in line with the budget strategy	Existing budget
Production of the 2014/15 revenue estimates	SRM	Mgt Accts	August 2013	March 2014	High	To assess the 2014/15 finance settlement in December  Budgets approved	Existing budget
Production of the 2014/15 capital estimates	SRM	Fin Accts	August 2013	March 2014	High	Capital Programme approved	Existing budget
To update the Workforce Plan for the authority	SRM Quality Services	HR	April 2013	March 2014	Medium	Monitoring systems in place to collect workforce data  Skills database updated  Divisional Workforce plans kept up to date  NWBC workforce plan kept up to date	Existing budget
To report on progress against the HR strategy to Special Sub Group	SRM	HR	April 2013	March 2014	High	Reports to Special Sub Group on a 6 monthly basis All actions implemented successfully	Training implications to be assessed
Undertake a corporate audit of Risk Assessments via the HARRIET system	SRM	HR	April 2013	March 2014	High	Audits completed, and action plans produced	Existing budget
To support the Atherstone		AD (F&HR)	April	March	High	Full information provided to	These will need to be

FINANCE AND HUMAN RESOURCES DIVISION

2013/2014 DIVISIONAL PLAN

Accommodation project	SRM	Fin Accts HR	2013	2014		Members for decision making	evaluated
<b>Action</b>	SRM	<b>Lead Officer/ Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
To support the Coleshill Leisure Centre capital project	SRM	AD (F&HR) Fin Accts	April 2013	March 2014	High	Full information provided to Members for decision making	These will need to be evaluated
To provide financial assessments for leisure projects as required eg. Green Space Strategy	SRM	Fin Accts Mgt Accts	April 2013	March 2014	High	Full information provided to Members for decision making	These will need to be evaluated
To support the Refuse and Recycling review and project implementation	SRM	Mgt Accts HR	April 2013	March 2014	High	Full information provided to Members for decision making	
To provide support to the Property Officer around the Asset Management Plan (including reviews of assets and land holdings)	SRM	Fin Accts	April 2013	March 2014	High	Full information provided to Members for decision making	These will need to be evaluated
Production of PI's	SRM	Mgt Accts HR	April 2013	March 2014	Medium	Monthly PI's produced  Annual PI's produced	
Actions from Statement of Assurance	SRM	AD (F&HR)	April 2013	March 2014	Medium	Actions completed	
To update the Business Continuity Plan for the Division	SRM	AD (F&HR) Mgt Accts Fin Accts HR	April 2013	March 2014	Medium	Divisional BCP in place	
To carry out a rolling programme of financial awareness training for Managers and Members	SRM	AD (F&HR)	April 2013	March 2014	High	Programme produced  Attendance by all identified staff	Existing budget
To transfer employee information to TRIM (after culling and scanning)	SRM	HR	April 2013	March 2014	High	All employee information held on TRIM	

FINANCE AND HUMAN RESOURCES DIVISION

2013/2014 DIVISIONAL PLAN

Assess the continued use of the current JE system	SRM	AD (F&HR)	April 2013	March 2014	High	Results of assessment reported to MT	
<b>Action</b>		<b>Lead Officer/Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
To review policies in accordance with the timetable	Staff Care	HR	April 2013	Timetable	High	Revised policies approved by Board. Briefing sessions held	Existing budget
To carry out tasks in accordance with the FMS development plan	SRM	Mgt Accts Fin Accts	April 2013	Timetable	High	Tasks completed	Some additional resources may be required, if systems are to interface with the financial ledger, and front end scanning is to be implemented
To support systems reviews in: • Streetscape / Grounds Maintenance • Planning	SRM	Mgt Accts	April 2013	Timetable	High	Reviews completed	

## Community Services

### SCOPE OF SERVICE AREA

The Division provides the following services to the people of North Warwickshire as well as other stakeholders both within and outside of the District.

Function	Activity	Customers
Benefits Administration	<ol style="list-style-type: none"> <li>1. Processing of Housing Benefit and Council Tax Support Applications</li> <li>2. Assisting with the completion of claim forms and offering related advice at The Council House, Atherstone</li> <li>3. Paying benefit direct to claimants and landlords and crediting rent and council tax accounts</li> <li>4. Providing a home visiting service to vulnerable and elderly customers</li> <li>5. Undertaking intervention visits</li> <li>6. The recovery of invoiced Housing Benefit Overpayments</li> <li>7. Providing general welfare advice to customers at The Council House, Atherstone</li> <li>8. Making available benefit claim forms, providing information leaflets, displaying posters and providing information through the web-site</li> <li>9. Processing claims for Discretionary Housing Payments</li> <li>10. Responding in writing, over the phone and by e-mail to benefit related enquiries, appeals and complaints</li> <li>11. Responding to Government issued consultation papers</li> <li>12. Liaising with interested parties on individual claims &amp; administration in general</li> <li>13. Providing financial and statistical information for Central Government</li> <li>14. Responding and engaging with consultation papers surrounding the Welfare Reform Agenda</li> <li>15. Delivery of the Councils Financial Inclusion Agenda (in partnership with others)</li> </ol>	<p>Benefit claimants and landlords Government Bodies including:- The Rent Service, Jobcentre Plus, The Pension Service, DWP, The Appeals Service, Inland Revenue and External Audit</p> <p>Internal stakeholders including:- Council Tax, Housing, Fraud, Internal Audit, Debtors, Legal and ICT</p> <p>Other external stakeholders:- CAPITA, CAB, Credit Union, Warwickshire Welfare Rights and voluntary bodies, solicitors, IT providers, Registered Social Landlords and other landlord groups</p>
The Prevention and Detection of Fraud	<ol style="list-style-type: none"> <li>1. Investigating cases of alleged Housing Benefit and Council Tax Support fraud from whistle blowing, data matching or case referral</li> <li>2. Undertaking interviews under caution as appropriate</li> <li>3. Promoting fraud awareness across the Authority and the general public by training and publicising results.</li> <li>4. Undertaking internal and external investigations in relation to alleged fraud</li> <li>5. Liaising with interested parties on individual claims and fraud investigation</li> <li>6. Providing financial and statistical information for Central Government</li> </ol>	As Above

## Community Services

<p>Revenues Administration</p>	<ol style="list-style-type: none"> <li>1. The billing and recovery of council tax and business rates</li> <li>2. Receiving and responding to council tax and business rate related enquiries via phone, letter, personal visit, email and fax</li> <li>3. Advising the Valuation Office Agency of domestic and non domestic properties which either require banding, rating or reassessment</li> <li>4. Processing schedules of alterations to domestic and non domestic properties received from the Valuation Office Agency</li> <li>5. Liasing with the Councils bailiffs, debt collection agencies and the Magistrates Court</li> <li>6. Inspecting new, empty and altered domestic and non domestic properties</li> <li>7. Making available council tax and rating information via leaflets, posters and the web-site</li> <li>8. Providing financial and statistical information for Central Government</li> <li>9. Responding and engaging with consultation papers surrounding Council Tax and NDR Changes</li> <li>10. Delivery of the Councils Financial Inclusion Agenda (in partnership with others)</li> <li>11. Responding to Government issued consultation papers</li> </ol>	<p>Council Taxpayers and Ratepayers Government Bodies including:- The Valuation Office Agency, CLG and External Audit</p> <p>Internal stakeholders including:- Benefits, Housing, Internal Audit, Debtors, Legal and ICT</p> <p>Other external stakeholders:- CAB, Credit Union and voluntary bodies, bailiffs, debt collection agencies, Magistrates Court, IT providers</p>
<p>Contact Centre and One Stop Shop</p>	<ol style="list-style-type: none"> <li>1. Managing services in the Customer Contact Centre</li> <li>2. Assisting in the re-engineering of business processes</li> <li>3. Undertaking development work to utilise functionality of the CRM system</li> <li>4. Answering all the Councils telephone contact via the main number</li> <li>5. Managing the Councils One Stop Facility and dealing with all face to face contact for all Council Services and partner services under the banner of "Warwickshire Direct"</li> <li>6. Building relationships and promoting services internally and with other partners</li> <li>7. Delivering consistent and communicated customer service standards</li> <li>8. Management and Delivery of the B.O.B bus</li> <li>9. Coordination of the B.O.B Hub and Community Hub access points</li> <li>10. Lead on the delivery of the Councils Customer Access Strategy and Access Theme</li> </ol>	<p>All residents in and outside North Warwickshire</p> <p>Internal stakeholders -all departments External stakeholders:- Warwickshire Direct Partners, Northgate, Warwickshire County Council, New Central Credit Union, Warwickshire Police.</p>

## Community Services

### **Acronyms Used in this Service Plan:**

DWP (Department of Works and Pensions)

WDP (Warwickshire Direct Partnership);

ACADEMY (Councils Revenues and Benefits system);

CRM or Northgate (Customer Relationship Management System used in Contact Centre (CC) and One Stop Shop (OSS);

JC+ (Job Centre Plus)

WCC (Warwickshire County Council)

FIP (Financial Inclusion Partnership)

SCS (Sustainable Community Strategy)

VFM (Value for Money)

## Community Services

Action	The Community Plan Corporate, or LAA / Divisional Objective	Lead Officer	Start Date	End Date	Traffic Light/ Priority	Measurement of Success	Resources
<b>External Assessment</b>							
Ensure ongoing compliance with the Customer Service Excellence Standard awarded for 4 years in May 2010	Quality Service Provision Customer Access	ACE (CS)	April 2013	March 2014	H	Ongoing accreditation status maintained	None other than already committed
Ensure that all performance indicators are delivered in line with targets set for 2013/14, and where feasible to upper quartile levels where known.	Quality Service Provision	ACE (CS)	April 2013	March 2014	H	Maintain levels to ensure performance indicator targets are achieved across the service  Production of monthly performance report	None other than already committed  Built into existing plans
Maximise Subsidy by operating below Local Authority Error thresholds.  Achieve a non-qualified Subsidy assessment	Quality Service Provision  VFM	R&B Mgr  R&B Mgr	April 2013  April 2013	March 2014  November 2013	H  H	Confirmation received from the Councils internal and external auditors of legal and acceptable practice  Non Qualification Letter	None other than already committed
Submit an application for a Social Inclusion / Financial Inclusion focused external award	Staff Care and Development Quality Service Provision	ACE (CS)	April 2013	October 2013	M	Submission of Bid	None other than already committed

## Community Services

Action	Corporate/ Divisional Obj	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
<b>Value for Money / Efficiency / Technical</b>							
Implement saving target reductions in line with corporately agreed proposals and undertake an exercise to review savings targets prior to the budget setting process for 2014/15. These will take into account changing demands on the Division	Quality Service Provision VFM	ACE (CS), R&B Mgr, Customer Contact Manager	April 2013	March 2014	H	Implementation and Delivery of Savings Targets	Existing Resources to complete exercise
	Quality Service Provision VFM		October 2013	December 2013		Exercise completed and reported to Management Team and Members	
Promote e billing for both Council Tax & NDR	VFM Quality Service provision	R&B Manager	April 2013	March 2014	H	A 2% take up of e billing by March 2014	None other than already committed
Promote a greater number of payments by electronic means and direct debits		R&B Manager / Customer Contact Manager	April 2013	March 2014	M	Increase the number of electronic payments & DD's. on March 2013 levels	Ongoing use of North Talk and other publicity mail shots in line with take up strategy  Greater work with other internal departments
Put in place protocols to forecast and monitor changes to the tax base and NDR base specifically around predicting cash flow, benefit take up, new homes bonus and the impact of successful appeals	VFM Quality Service provision	ACE (CS), AD (F & HR), R&B Manager	April 2013	March 2014	H	Robust systems in place that enable budget monitoring and setting to be undertaken with a degree of certainty	None other than committed

## Community Services

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Review whether to amend the charging decisions on second homes or Long Term Empty dwellings prior to agreeing the 2014/15 tax base	Quality Service Provision  VFM	ACE (CS), R&B Mgr	September 2013	January 2014	H	Completion of the exercise and revised tax base notified and approved by Members	Existing Resources to complete exercise
<p>Implement legislative and operational changes, produce promotional materials and undertake specific testing and impact reviews of the following schemes</p> <ul style="list-style-type: none"> <li>• The Localised Council Tax Support scheme ( Second Year Review)</li> <li>• Evaluation of the impact of the WCC adopted Crisis Loan Scheme</li> <li>• An evaluation of the likely impact of the Universal Credit and Incapacity Changes</li> <li>• The implementation of the SFIS (Single Fraud Investigation Service) Proposals</li> </ul>	Quality Service Provision New Legislation	ACE (CS), R&B Mgr FI Manager, Senior Benefits Officer AD (F & HR)	May 2013	December 2013	H	Implemented on time and affected customers notified  Reports and briefings completed for Members and other interested groups as appropriate	Existing Internal Resources to complete exercises in all cases or those temporary resources recruited with specific New Burdens funding provided
			July 2013	November 2013	H	In order to achieve what is as yet an unknown amount of work – success of other service plan commitments may need to be sacrificed or moved to accommodate the amount of “known and as yet unknown” work necessary to introduce changes effectively	Working with ;- Housing Division ICT Division
			July 2013	March 2014	H		Other Warwickshire Councils Warwickshire CC Job Centre Plus Other Public Sector and Third Sector Partner Organisations
			April 2013	December 2013	H		

## Community Services

Action	Corporate / Divisional Obj	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
<b>Customer Access / Improvements</b>							
Undertake a business case appraisal regarding the possible procuring and implementation of an Intelligent Benefits form	Customer Access Strategy Quality Service Provision VFM	ACE (CS), AD (ICT) R & B Manager	April 2013	December 2013	M	Business Case Developed  Implementation of a new product by December 2013	None other than existing resources. It may be possible to share with other Warwickshire Councils dependent on the preferred solution
Implement a replacement CRM system to support the Councils customer access work  This is likely to involve a number of actions involving testing, training and development of the preferred solution that will be decided on by April 2013	Customer Access Strategy Quality Service Provision VFM	ACE (CS), AD (ICT) Customer Contact Mgr	April 2013	December 2013	H	Contract up for renewal in March 2014.  Implementation of a new system by December 2013	Funding already included in the budget for the upgrade  None other than existing resources. It may be possible to share with other Warwickshire Councils dependent on the preferred solution
Increase the number of web forms accessible on line to the public either utilising JADU or adopt new forms based on functionality in any new CRM system	Customer Access Strategy Quality Service Provision	ACE (CS), CCM, AD (ICT)	June 2013	January 2014	H	Interactive forms available to access via website	None other than existing resources. It may be possible to share with other Warwickshire Councils
Implement the MITEL telephony solution to support the new CRM solution	Quality Service Provision	CCM / AD (ICT)	April 2013	August 2013	H	New System implemented	Funding already included in the budget for the upgrade

## Community Services

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
<p>Implement actions agreed in the Customer Access Strategy adopted by Members in 2012.</p> <p>This is likely to involve</p> <ol style="list-style-type: none"> <li>1. An agreed approach on how to undertake corporate wide consultations</li> <li>2. Increasing use of SMS texting and social media</li> <li>3. A review of how to undertake targeted campaigns</li> </ol>	<p>Customer Access Strategy</p> <p>Quality Service Provision</p> <p>VFM</p>	ACE (CS) / AD (ICT)	April 2013	March 2014	H	Delivery of Action Plan developed from strategy and agreed a part of an officer workshop in January 2013	None other than those already identified
<p>Continue to support WCC to promote access opportunities as part of Section 106 funding in the Birch Coppice Area</p> <p>This will centre on potential projects around</p> <ol style="list-style-type: none"> <li>1. Developing hubs</li> <li>2. Improving Transport links</li> <li>3. Promoting employment opportunities</li> </ol>	<p>Health and Well Being theme links</p> <p>Access theme links</p> <p>Improving Education and Aspiration Theme links</p>	<p>ACE (Solicitor to the Council)</p> <p>ACE (CS)</p>	April 2013	March 2014	H	<p>Agreed projects being delivered</p> <p>Outcome reports communicated to Members via NWCP</p>	<p>None other than already committed</p> <p>Additional support likely to be available from Job Centre Plus</p> <p>Any bids will need to be supported from existing resources</p>
<p>Support at least 5 high profile events around the Borough during the summer using the B.O.B bus</p>	<p>This will cut across all corporate themes</p>	ACE (CS) Customer Contact Manager	May 2013	November 2013	H	Agree promotional activity to be promoted	None other than monies already identified as part of the Outreach budget

## Community Services

Action	Corporate Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
Assist in embedding and supporting the ongoing development of B.O.B Community Hubs	Customer Access Strategy Quality Service Provision	ACE (CS)	December 2013	January 2014	H	Each B.O.B Hub open for over 15 hours per week (where agreed) and supporting a variety of programmes to local communities	1 FTE dedicated officers working with the Volunteer Centre. Contracts. This is due to run out in December 2013 although a formal review of the need for ongoing resourcing is planned
This will involve providing support via	Health and Well Being theme links	ACE (CS) / AD (ICT) / AD (Housing)	April 2013	March 2014	H	Task and Finish Group meetings held and reporting to the C&E Board	Work with Kushal Birla (WCC) to work together in delivery of services out of county run and mobile libraries
<ul style="list-style-type: none"> <li>• Promoting a variety of Community Focused Activities</li> <li>• Providing coordinated support to hub coordinators</li> <li>• Promoting the facilities and the technology within them</li> </ul>	Access theme links					Meetings of Hub Coordinators held and reported	Utilise the corporate access budget to support the hubs and volunteers
Assist the Volunteer Centre identify new volunteers to help resource the B.O.B hubs	Improving Education and Aspiration Theme links	ACE (CS), F.I Manager	April 2013	December 2013 (maybe longer if resources available)	H	Use of the facilities by communities making the facilities sustainable.	
Review the ongoing need for temporary resource to support the implementation development of the community hubs and make recommendations to Members on this matter	Customer Access Strategy	ACE (CS)	April 2013	November 2013	H	Review completed and reported to Members	Dedicated resource runs out in December 2013.  If approved, the existing budget will need formalising.

## Community Services

Action	Corporate Objective Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
<b>ADDRESSING POVERTY AND FINANCIAL INCLUSION</b>							
Oversee the operation of the NW FIP to deliver and coordinate Financial Inclusion (F.I) activity in the borough	Health and Well Being Theme Quality Service Provision  Customer Access	ACE (CS) FI Manager	April 2013	March 2014	H	Regular meetings and Action Points implemented	Activity is supported by the Financial Inclusion Manager whose contract is due to end in March 2014
Work with the Countywide FIP and Local FIP to determine the future approach around the commissioning and funding of advice services and complimentary activity		ACE (CS) AD (CS)	April 2013	July 2013	H	An agreed approach to funding is agreed for advice activity	Activity of CAB, Credit Union and Warwickshire Welfare Rights is currently all due to be reviewed during 2013/14.
Review the impact of ending the temporary contract of the Financial Inclusion Manager. This will be undertaken alongside an ongoing review of the impact of wider benefits and revenues changes		ACE (CS)	April 2013	November 2013	H	A decision by Members at board	The Councils welfare reform funding is currently helping to fund ongoing activity but this is likely to end for WWR and Credit Union activity by September 2013. The corporate CAB budget is due for review by March 2014.
Review the potential to provide debt advice more cost effectively internally as part of a review with the Housing Division	Quality Service Provision VFM	ACE (CS) AD (H)	April 2013	October 2013	H	Proposals and recommendations made to Members	Decision likely to be influenced by the potential loss of Government administration grant

## Community Services

Action	Community Plan Obj Corporate Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
Continue to work with other Councils and welfare agencies to continue to promote take up of Free School Meals, awareness of Welfare Reforms and other complimentary activity in a collaborative way where possible	Quality Service Provision The Local Economy Health and Well Being	F.I Manager / R&B Mgr /ACE (CS)	April 2013	December 2013	M	Advice and Signposting being provided by a number of mediums in a coordinated way via  North Talk Website Targeted letters  Increased take up	The continuation of the FSM project is reliant on WCC funding
Continue to promote the Credit Union activity by providing an outlet facility via One Stop Shop and school banks  Look to make jam jar accounts affordable and available to those customers who want them	Customer Access Quality Service Provision	ACE (CS)  ACE (CS); AD (Housing), FI Manager	April 2013  April 2013	September 2013  September 2013	H  H	Greater take up of credit union services  Ongoing presence of service	None internally – funding to run the service from the OSS will cease in September 2013 and only continue if new funding is identified.  This is possible as Government funding is likely to be made available to promote take up of new financial products. To be advised in 2013

## Community Services

Action	Corporate Objective Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
If a business case can be made for the setting up of food banks in the borough by WCC as part of the solution to replace crisis loans - determine how these can be best rolled out across the borough	Health and Well Being Theme Quality Service Provision  Customer Access	ACE (CS) FI Manager AD (CS)	April 2013	March 2014	M	Food Banks operating successfully	WCC Funding will be required to enable this to happen. This may be their agreed solution to replace existing Social Fund activity. Funding would need to cover purchase of food and a coordinating role.
Continue to work alongside, promote and support the work of the Citizens Advice Bureau  This will be undertaken by promoting the service available as well as video conferencing opportunities  Assist in identifying future funding streams and work opportunities from April 2013/14 onwards.	Quality Service Provision Health and Well Being	ACE (CS), R&B Mgr  ACE (CS) AD (CS) FI Manager	April 2013  April 2013	March 2014  October 2013	M  M	A customer focused debt advice and information service being delivered and accessible to all residents  Proposals and recommendations made to Members  Regular information communicated via North Talk & NWBC accredited websites	The CAB are likely to receive reduced funding from 2013/14 onwards making its activities less sustainable. The Council with WCC are now the main two providers of income  The Councils main activity is coordinated via the Community Development Division and the Temporary FI Manager
Continue to promote fuel poverty messages with Public and Private Sector partners as well as the Housing Division / EHO	Quality Service Provision, NTG Health and Well Being	ACE (CS) / AD (H) / FI Manager	April 2013	March 2014	M	Incorporate joined up messages in any targeted campaigns on website and in North Talk	None. Seeking support from the WCC FIP coordinator as activity likely to be countywide or by making specific grant applications

## Community Services

<b>POLICIES AND PROCEDURES</b>							
Undertake Health & Safety audits in line with divisional programme	Strategic Resource Management	R&B Mgr/CCM	April 2013	March 2014	M	Exercise completed in line with timetable	Build into existing work plans
Undertake all Risk Assessments in line with divisional programme	Strategic Resource Management	R&B Mgr/CCM	April 2013	March 2014	M	Exercise completed in line with timetable	Build into existing work plans
Undertake Equality Impact Assessments of any proposed changes	Quality Service Provision	AD (CS) R&B Mgr/CCM	April 2013	March 2014	M	Exercise completed in line with timetable	Build into existing work plans
Ensure all disaster recovery processes are still relevant and are up-to-date.	Strategic Resource Management	R&B Mgr/CCM	April 2013	March 2014	M	Exercise completed in line with timetable	Build into existing work plans
Ensure actions from work force planning are in place	Quality Service Provision, Strategic Resource Management	R&B Mgr, CCM	April 2013	March 2014	M	Exercise completed in line with timetable	Build into existing work plans
Deliver Training in line with appraisals	Quality Service Provision, Strategic Resource Management	R&B Mgr, CCM	April 2013	March 2014	H	Undertaken in line with programme	Deliver with agreed plan
Undertake annual staff survey	Quality Service Provision	ACE (CS)	December 2013	March 2014	H	Exercise completed in line with timetable	Build into existing work plans
Ensure Invoices are paid on time(within 30 days)	Quality Service Provision	R&B Mgr, CCM	April 2013	March 2014	H	Above average performance in Council	None
Continue to participate in benchmarking exercises with appropriate groups	Quality Service Provision VFM	ACE (CS), R&B Mgr, CCM	April 2013	March 2014	H	Exercises undertaken	None –. Reliant on data being shared voluntarily

**CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2013/14**

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
<b>1. Strategy – Development and Implementation</b>								
<b>ICT Strategy</b>								
	<ul style="list-style-type: none"> <li>Ensure ICT Strategy actions are included in 2014/15 Service Plan</li> </ul>	Public Services. Access to Services	LB/GH	Sep 13	Mar 14	High	Strategy reviewed and actions to progress included in Service Plan.	
<b>Procurement Strategy</b>								
	<ul style="list-style-type: none"> <li>Ensure Procurement Strategy actions are included in 2014/15 Service Plan</li> </ul>	Public Services. Access to Services	LB/EC	Sep 13	Mar 14	High	Strategy reviewed and actions to progress included in Service Plan.	
<b>Customer Access Strategy</b>								
	<b>Community Info. Points (Hubs)</b> <ul style="list-style-type: none"> <li>Provide technical advice &amp; support to existing hubs and implement any agreed new ones.</li> </ul>	(CAS). Access to Services	NB/GH	Ongoing	Mar 14	Med	Support provided as agreed. Agreed Hubs implemented.	Customer Access funding.
	<b>Broadband</b> <ul style="list-style-type: none"> <li>Work with WCC on BDUK project.</li> </ul>	Access to Services Customer Services Service Plan.	LB/GH	Ongoing	Mar 14	High	BDUK funding allocated to Council's priority areas.	BDUK funding and Council Match funding.
	<b>Support Service's access ambitions.</b> <ul style="list-style-type: none"> <li>Help deliver Channel Strategy and Customer Access Projects.</li> </ul>	CAS, Access to Services	LB	Apr 13	Mar 14	Med	Access projects achieve agreed aims.	
	<b>Use of e-services</b> <ul style="list-style-type: none"> <li>Continue working on moving services to less costly channels and increasing take up of e-services.</li> </ul>	CAS/Public Services	LB/HH	Apr 13	Mar 14	Med	e-services promoted. Use increased.	Focus on high volume services.
<b>2. Standards and Policy – Development and Implementation</b>								
	<b>Gov. Connect – Migration to PSN</b> <ul style="list-style-type: none"> <li>Investigate &amp; carry out migration from GCSx/GSi to PSN both from a technical &amp; compliance perspective.</li> </ul>	ICT Strategy Policy, Govt requirement.	GH/NW	July 13	Dec 14	High	Required to move from GCSx and complete PSN CoCo during 2013.	Migration costs unknown.

\* Action contributes to achieving a Political Priority, Corporate Plan Target, Council Strategy or Policy or Improves the Quality of the Division's services.

**CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2013/14**

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
	<ul style="list-style-type: none"> <li>Commission and respond to GCSx and PSN Health Checks.</li> </ul>	IS Policy, Govt Requirement.	GH/NW	Sep 13	Mar 14	High	Act on areas identify by compliance assessment.	
<b>3. Use of Information Technology – Development Programme</b>								
<b>EDRMS</b>								
	<b>TRIM</b> <ul style="list-style-type: none"> <li>Work corporately or with services wanting to improve their use of Trim and workflow.</li> </ul>	Public Services	TB/DC	Apr 13	Dec 13	Low	Processes improved.	
<b>Website</b>								
	<ul style="list-style-type: none"> <li>Implement improvements as a result of 2012 "Better Connected" report.</li> </ul>	Access to Services	HH/ChH	Jul 13	Nov 13	Low	Improvement plan developed and implemented. Learn from best practice.	
	<ul style="list-style-type: none"> <li>Continue to carry out content reviews and improvements for most used areas of the website.</li> </ul>	Access to Services	HH/ChH	Apr 13	Mar 14	Med	3 Areas reviewed in depth.	
<b>GIS, LLPG &amp; Street Naming &amp; Numbering</b>								
	<b>Implement LLPG Improvement Schedule</b> <ul style="list-style-type: none"> <li>Work to meet new National targets and improve LLPG data quality.</li> </ul>	Data Quality (DQ) / Public Services	JS	Ongoing	Mar 14	High	Work to maintain "Achieving National Standard".	
	<ul style="list-style-type: none"> <li>Develop 2014/15 Improvement Plan/Schedule.</li> </ul>	Data Quality (DQ) / Public Services	JS	Ongoing	Mar 14	Med	Improvement Plan produced.	
	<b>GIS</b> <ul style="list-style-type: none"> <li>Work to support Services GIS/LLPG needs.</li> </ul>	Data Quality (DQ) / Public Services	JS	Ongoing	Mar 14	Med	Project completed to meet agreed Service needs.	
	<ul style="list-style-type: none"> <li>INSPIRE – provide data as required for national INSPIRE project</li> </ul>	Access to Services Environment	JS	Jul 13	Mar 14	Med	Requests for data fulfilled.	

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## CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2013/14

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
	<ul style="list-style-type: none"> <li>Carry out work on GIS and LLPG to accommodate upgrade to Northgate systems for Planning and Land Charges.</li> </ul>	Public Services / ICT Strategy	JS/CH	Apr 13	Mar 14	Med	Map base and LLPG working with ILAP.	
<b>Service Specific Projects</b>								
	<b>Contact Centre – CRM Contract</b> <ul style="list-style-type: none"> <li>Work with Customer Services &amp; WDP to define and procure a “CRM” in preparation for the end of the contract on 31/3/2014</li> </ul>	Access to Services Customer Access Strategy	GH/HH	Ongoing	Sep 13	High	Solution procured. Aim to deliver revenue savings.	Capital Funding Bid 2013/14
	<ul style="list-style-type: none"> <li>Work with Customer Services and frontline Service Divisions to implement, test and develop the chosen CRM solution.</li> </ul>	Access to Services	HH/GH	Oct 13	Mar 14	High	Solution implemented to meet the needs of the Council.	
	<b>e-payments</b> <ul style="list-style-type: none"> <li>Continue to improve and increase on-line payment for services.</li> </ul>	Access to Services	LS/HH	Apr 13	Mar 14	Med	Improved e-payments developed & promoted.	
	<b>Housing – Open Housing Modules</b> <ul style="list-style-type: none"> <li>Assist with the technical implementation of new modules.</li> </ul>	Housing Service Plan	LS/GH	Jul 13	Mar 14	Med	Technical implementation of new modules.	Housing Capital
	<ul style="list-style-type: none"> <li>Implement Choice based letting module to replace u-choose.</li> </ul>	Housing Service Plan	LS	Ongoing	Jul 13	High	Replacement of U-choose.	
	<b>Upgrade Business Application</b> <ul style="list-style-type: none"> <li>Upgrade applications to comply with suppliers upgrade cycles and meet user needs.</li> </ul>	Public Services / ICT Strategy	LS/CH	Ongoing	Mar 14	High	IBS - Progress upgrade. Academy – Efficiency Version & Clients. Total, ILAP (planning).	
	<b>Small Application Support</b> <ul style="list-style-type: none"> <li>Support and develop existing small database applications e.g. licensing</li> </ul>	Public Services	MV	Ongoing	Mar 14	Med	Systems supported and agreed developments completed.	
<b>4. Use of Information Technology – Technical and Infrastructure Improvements</b>								

\* Action contributes to achieving a Political Priority, Corporate Plan Target, Council Strategy or Policy or Improves the Quality of the Division's services.

**CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2013/14**

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
	<b>Desktop Hardware &amp; software</b> <ul style="list-style-type: none"> <li>Continue the upgrade to Microsoft Office 2010 and make staff aware of new features and differences.</li> </ul>	Public Services	NB/MV/TB	Ongoing	Mar 14	Med	Client software upgraded and staff aware of changes and new features.	
	<ul style="list-style-type: none"> <li>Complete migration to Windows 7</li> </ul>	Public Services / ICT Strategy	NB/MV	Ongoing	Mar 14	High	Implementation	Windows 7 desupported April 2014
	<ul style="list-style-type: none"> <li>Ensure staff have adequate PC's and ICT equipment for their roles.</li> </ul>	Public Services / ICT Strategy	NB/MV	Jun 13	Mar 14	High	ICT hardware replaced in line with ICT strategy.	Capital and Revenue Budgets.
	<b>Large format (AO) Devices</b> <ul style="list-style-type: none"> <li>If funding approved review the requirement for AO print, scan, plot and purchase solution.</li> </ul>	Public Services / ICT Strategy / DC Service Needs.	JS/CH	Jul 13	Mar 14	Med	Suitable hardware purchased and implemented. Space saved.	Capital Bid 2013/14.
	<b>Exchange &amp; Outlook</b> <ul style="list-style-type: none"> <li>Complete the testing and implementation of Exchange 2010</li> </ul>	Public Services / ICT Strategy	NB	Ongoing	Oct 13	High	Email Server and Clients upgraded and rolled out.	Capital funded. May now be done as part of virtualisation.
<b>Accommodation project</b>								
	<b>IT and Telecomm Cabling</b> <ul style="list-style-type: none"> <li>As part of electrical cabling ensure the replacement of all cat 5 cabling.</li> </ul>	Public Services/ICT Strategy	GH/NB	TBC	TBC	High	Requirements defined. Cabling that can support VOIP phone system	Part of Accommodation Project Funding
	<b>Virtualisation</b> <ul style="list-style-type: none"> <li>Complete the server virtualisation Project.</li> </ul>	Accommodation, Carbon Reduction ICT Strategy	NW/GH	Ongoing	Jun 13	High	Servers virtualised as planned and energy use reduced.	Budget established 12/13.
	<b>Replace network switches</b> <ul style="list-style-type: none"> <li>Replace core network switches and edge devices as the floors are released by Accom Project.</li> </ul>	Public Services/ICT Strategy	NW/NB	May 13	End of Accom Proj.	High	New network implemented without service disruption.	Capital Programme funding
	<b>OBH BC/DR facility</b> <ul style="list-style-type: none"> <li>Work to establish BC/DR location for servers &amp; backup in Old Bank House.</li> </ul>	Public Services/ICT Strategy/Business Continuity	GH	Ongoing	Mar 14	High	Location identified. New fibre installed. Better resilience and recovery in BC/DR situation	Part of Virtualisation Project funding.

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**CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2013/14**

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
	<ul style="list-style-type: none"> <li>Work with contractor to ensure that OBH is cabled to provide network and telephone points for decant and if the building is retained</li> </ul>	Public Services/ICT Strategy/Business Continuity	GH/NB	Ongoing	Mar 14	High	OBH cabled to cope with staff located in building.	Accommodation Project.
	<b>Upgrade Mitel VOIP telephone system</b> <ul style="list-style-type: none"> <li>Procure and implement upgrade to Mitel VOIP telephone system.</li> </ul>	Public Services/ICT Strategy	CH/TB /NW	Apr 13	End of Accom Proj.	High	Mitel Upgraded. Unsupported Avaya Index phone system replaced.	Capital Programme funding
	<ul style="list-style-type: none"> <li>If feasible replace MacFarlane ACD with Mitel functionality</li> </ul>	Public Services/ICT Strategy	CH/NW	Jun 13	Mar 14	High	Contact Centre ACD functionality provided. Current ACD Replaced	Capital Programme funding (part of Mitel Upgrade)
	<b>Telecomms and Call routing</b> <ul style="list-style-type: none"> <li>Investigate options for providing incoming and outgoing call capacity to identify if we can provide resilience and reduce costs.</li> </ul>	Public Services/ICT Strategy/Business Continuity	GH/TB	Apr 13	Mar 14	Med	SIP and other options investigated. Resilience provided and call cost reduced.	May need to be funded as "Invest to Save".
	<b>New Server Room</b> <ul style="list-style-type: none"> <li>Work with contractors to deliver a new server room with appropriate cooling and power.</li> </ul>	Carbon Reduction /ICT Strategy	NW/GH	Apr 13	Dec 13	High	New server room complete to house virtual environment. Energy reduction from cooling.	Build and cooling part of Accommodation Project. UPS part of Virtualisation Project.
	<b>Office Decant</b> <ul style="list-style-type: none"> <li>Ensure ICT and telephony services are available to staff during project.</li> </ul>	Accom. Project	GH/NB/ MV	TBC	TBC	High	Staff have access to telephones and ICT systems where needed.	
<b>5. Procurement</b>								
	<b>E- procurement - TOTAL</b> <ul style="list-style-type: none"> <li>Provide training, advice and support for use of TOTAL for procurement.</li> </ul>	Public Services / Proc. Strategy	TF/JH	Ongoing	Mar 14	Med	Working & training to new procedures. Training schedule published.	
	<b>Contracts &amp; Suppliers</b> <ul style="list-style-type: none"> <li>Update &amp; maintain Contract Register &amp; forward quote/tender plan.</li> </ul>	Public Services / Procurement Strategy	LB/EC	Jul 13	Nov 13	High	Contract Register updated with 12/13 spend and forward plan produced.	

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**CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2013/14**

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
	<ul style="list-style-type: none"> <li>Work with services to let Contracts due or needed in 2013/14 e.g. :-               <ul style="list-style-type: none"> <li>Housing, Transport</li> <li>Stationery, Recycling, MSTAR</li> </ul> </li> </ul>	Public Services / Procurement Strategy	EC	Apr 13	Mar 14	High	Compliant contracts let and used. LISTOF CONTRACTS TO BE CONFIRMED.	
	<b>Savings</b> <ul style="list-style-type: none"> <li>Identify opportunities for savings through better procurement and monitor their achievement.</li> </ul>	Procurement Strategy	EC/LB	Apr 13	Mar 14	High	Opportunities identified Savings achieved and reported.	
	<b>Advice and Compliance</b> <ul style="list-style-type: none"> <li>Provide procurement advice to services and work with them to ensure compliance with Contact Standing Orders.</li> </ul>	Public Services / Procurement Strategy	EC	Ongoing	Mar 14	High	Effective and compliant procurement.	In-house advice and guidance provided.
<b>6. Printing and Copying</b>								
	<b>Printer and Copier Provision</b> <ul style="list-style-type: none"> <li>Establish print room facility in decant location and eventually in remodelled server room.</li> </ul>	Public Services / Quality of Service	JH/EC	Apr 13	TBC	High	Print service relocated and service maintained.	
<b>7. Central Services</b>								
	<b>Administrative Reviews</b> <ul style="list-style-type: none"> <li>Reviews (systems thinking) for:-               <ul style="list-style-type: none"> <li>Land Charges</li> <li>Other areas of C/S work</li> </ul> </li> </ul>	Public Services	PM / LB	Apr 13	Mar 14	Low	Ensure support services are provided efficiently and effectively.	Focused reviews, resources permit.
	<ul style="list-style-type: none"> <li>Ensure systems and processes improved during past reviews remain relevant.</li> </ul>	Public Services	PM	Oct 13	Mar 14	Med	Ensure support services are provided efficiently and effectively.	Efficiency, skills sharing and link into work force planning.
	<b>Post</b> <ul style="list-style-type: none"> <li>Work to reduce unnecessary incoming post.</li> </ul>	Public Services	SS	Apr 13	Dec 13	Med	Reduce unnecessary work on post sorting and distribution.	Efficiencies and savings to be generated if possible.

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**CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2013/14**

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
	<ul style="list-style-type: none"> <li>Investigate the replacement of the Franking machine by an alternative service or a smaller machine</li> </ul>	Public Services	SS	Apr 13	Dec 13	Med	Appropriate solution for volume of post and cost savings.	
	<ul style="list-style-type: none"> <li>Encourage staff to adopt alternative forms of communication if appropriate.</li> </ul>	Public Services	PM/SS	July 13	Mar 14	Med	Reduction in outgoing post or alternative methods used.	
<b>8. Community Plan, Corporate Plan, Vision &amp; Political Priorities</b>								
	<b>Accommodation Project</b> <ul style="list-style-type: none"> <li>Provide the support needed from the Division for the project.</li> </ul>	Corp Plan / Public Services	LB/EC GH/PM	Ongoing	TBC	High	Resource and advice provided as needed.	To be identified as part of the Accommodation Project.

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**CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2013/14**

<b>9. External Assessment and Audit (Internal and External)</b>									
		<ul style="list-style-type: none"> <li>Ensure we implement agreed recommendations from audits.</li> </ul>	Public Services	GH/LB	Apr 13	Mar 14	Med	Recommendations actioned as agreed.	
		<ul style="list-style-type: none"> <li>Support the 13/14 ICT Audit Plan                             <ul style="list-style-type: none"> <li>Areas to be identified with Internal Audit.</li> </ul> </li> </ul>	Public Services	GH/LB	Apr 13	Mar 14	High	Score => Adequate Management responses provided and actioned.	Any cost identified as part of agreeing recommendations.
		<ul style="list-style-type: none"> <li>Support planned Internal Audits. ...to be identified.</li> </ul>	Public Services	LB	Apr 13	Mar 14	Med	Score => Adequate. Mgmt response actioned.	Cost identified as part of recommendations.
<b>10. Value for Money Review and Services Improvement</b>									
		<b>Systems Thinking Reviews</b> <ul style="list-style-type: none"> <li>Provide staff to support System Thinking reviews as detailed in plan.</li> </ul>	Public Services.	LB	Ongoing	Mar 14	Med	Appropriate resource provided to facilitate or participate in reviews.	Resource availability may be restricted due to high priority Accom related projects.
		<b>Review of Development Control</b> <ul style="list-style-type: none"> <li>Participate in and support the Systems Thinking review of DC</li> </ul>	DC Service Plan / Public Services	PM	TBC	Dec 13	High	Review complete and improvements implemented.	
		<b>Storage and workspaces</b> <ul style="list-style-type: none"> <li>Work to reduce storage and workspaces as much as possible before decant &amp; final move.</li> </ul>	Quality of Service / Accom Proj.	LB/EC/ JS/GH/ PM	Ongoing	End of Accom Proj.	Med	Good use of space and appropriate retention of records.	
<b>11. Performance Management and Indicators (Local and National)</b>									
		<ul style="list-style-type: none"> <li>Produce and report on agreed Service Performance Indicators.</li> </ul>	Public Services	LB	Apr 13	Mar 14	High	Performance against indicators identified.	
<b>12. Risk Management</b>									
		<b>Service &amp; Operational risks.</b> <ul style="list-style-type: none"> <li>Formally review Risks assessments and update containment plans.</li> </ul>	Public Services	GH/EC/ LB/PM	Sep 13	Dec 13	Med	Updated risks and mitigation.	
<b>13. Business Continuity, Disaster Recovery and Emergency Planning</b>									
		<b>Business Continuity</b> <ul style="list-style-type: none"> <li>Ensure sections BC and DR plans up to date and communicated.</li> </ul>	Public Services	EC/GH/ LB/PM	Oct 13	Mar 14	High	BC / DR plans in place and relevant staff aware of responsibilities.	

## CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2013/14

	<b>IT Disaster Recovery (DR)</b> <ul style="list-style-type: none"> <li>Test ICT DR focusing on priority services.</li> </ul>	Public Services, ICT Strategy.	GH/NB	Dec 13	Mar 14	Med	Successful test & plan updated.	
<b>14. Health and Safety</b>								
	<ul style="list-style-type: none"> <li>Do H&amp;S Assessments &amp; Audits to ensure assessments are sufficient and implement actions identified.</li> </ul>	Health and Safety	EC/GH/NB/PM	Sep 13	Mar 14	High	Up to date assessments & reviews on HARRIET. Actions completed.	
	<ul style="list-style-type: none"> <li>Chair H&amp;S Working Party</li> </ul>	Health and Safety	LB	Apr 13	Mar 14	High	Meetings take place and actions progressed.	
<b>15. Skills &amp; Awareness</b>								
	<b>Training and Awareness</b> <ul style="list-style-type: none"> <li>Provide workshops, information or guides for staff on processes and technology (How To's) as required.</li> </ul>	Public Services	GH/EC/PM	Jul 13	Feb 14	Med	Raised awareness of Division's services. Staff understand and comply with processes.	
<b>16. Divisional Skills Development &amp; Staff Survey Issues</b>								
	<b>Divisional Skills</b> <ul style="list-style-type: none"> <li>Ensure the development and delivery of Sections' Training Plans</li> </ul>	Public Services	GH/EC/PM	Jul 13	Mar 14	High	Plans developed and delivered and skills used.	Resourced through Development Programme.
	<b>2012 staff survey results.</b> <ul style="list-style-type: none"> <li>Implement any areas for improvement in 2012 Survey.</li> </ul>	Public Services	LB/ EC/GH/PM	Sep 13	Mar 14	Med	Maintain or improve where necessary for future surveys.	Training implications may arise from improvement plan.
	<b>Divisional Sickness levels</b> <ul style="list-style-type: none"> <li>Monitor and aim to reduce</li> </ul>	Public Services	LB	Apr 13	Mar 14	Med		
	<b>Workforce Planning</b> <ul style="list-style-type: none"> <li>Implement areas identified in 13/14 Plan &amp; update plan as required.</li> </ul>	Public Services	LB	Apr 13	Jan 14	High	Plan updated. Impacts understood and level of service maintained.	Savings through flexible retirement. Duties covered as needed.
<b>17. Partnership Working</b>								
	<b>Procurement Network</b> <ul style="list-style-type: none"> <li>Ensure we are part of an effective Procurement Network.</li> </ul>	Public Services.	EC/LB	Apr 13	Mar 14	Low	Worc / Warks meetings. WCC/CCC/SMBC joint working. Savings made.	Staffordshire Districts to join Worcs/Warks group.
<b>18. Shared Service Agenda</b>								

**CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2013/14**

	<b>Shared Service Opportunities</b> <ul style="list-style-type: none"> <li>Investigate and where appropriate implement collaboration initiatives.</li> </ul>	Public Services	LB	Apr 13	Mar 14	Med	Any initiative identified must deliver quantifiable benefits.	Resources included in any business cases produced.
<b>19. Environment</b>								
	<b>Procurement</b> <ul style="list-style-type: none"> <li>Ensure Environment/sustainability criteria are included in relevant procurements.</li> </ul>	Environment	EC	Apr 13	Mar 14	Med	Criteria included in procurements and impact monitored and reported.	
	<b>Server Room and Virtualisation</b> <ul style="list-style-type: none"> <li>Reduce energy use through virtual environment and the new cooling.</li> </ul>	Environment	GH	Ongoing	End of Accom Proj.	Med	Less energy used and better control and monitoring of use.	

**NORTH WARWICKSHIRE BOROUGH COUNCIL  
INTERNAL AUDIT SERVICE  
SUMMARY ACTION PLAN FOR SERVICE PLAN 2013-14**

Action	Community Plan Objective, Corporate Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Meet audit performance indicator targets	Performance Management Policy	B Haswell	April 2013	March 2014	H	Targets met	None
Secure reliance on audit work from the External Auditors.	Meet legislative requirement for an effective, efficient and economic internal audit service.	B Haswell	April 2013	April 2013	H	Reliance placed by External Auditor	None
To establish a revised and appropriate audit plan	To provide assurance on internal control on all service areas in due course	B Haswell	Feb 2013	April 2013	H	Plan produced	None
To continue to explore the needs of future service delivery of the Internal Audit function.	Meet legislative requirement for an effective, efficient and economic internal audit service.	B Haswell	May 2013	March 2014	M	Appropriate resource maintained	None
Review risk matrices and update as necessary	Risk Management Policy	B Haswell	Jan 2013	Jan 2013	H	Completion of data by deadline	None
Create and distribute an annual manager's survey, update existing post audit survey forms.	Meet legislative requirement for an effective, efficient and economic internal audit service.	B Haswell	April 2013	June 2013	M	Survey distributed – forms updated	None

## **Agenda Item No 8**

### **Resources Board**

**28 January 2013**

#### **Report of the Assistant Director (Streetscape)**

#### **Appointment of Waste and Transport Manager**

### **1 Summary**

- 1.1 This report asks Members to consider the creation of a new post of Waste and Transport Manager to cover the two important work areas of Refuse and Recycling and Transport following changes to the partnership arrangements with Nuneaton and Bedworth Borough Council.

#### **Recommendation to the Board**

**That the Board agrees to the creation of the post of Waste and Transport Manager within the Streetscape Division, subject to formal job evaluation and approval by Special Sub-Group.**

### **2 Consultation**

- 2.1 Councillors Moore, Butcher and Smith have been sent an advanced copy of this report for comment. Any comments received will be reported verbally at the meeting.

### **3 Background**

- 3.1 The Streetscape Division was last restructured in July 2012. As part of that restructure, the post of Transport and Engineering Manager was created and the vacant post of Refuse and Recycling Manager was covered through a partnership arrangement with Nuneaton and Bedworth Borough Council whereby the post of Waste and Cleansing Manager was shared equally across both authorities.
- 3.2 The Transport and Engineering Manager retired at the end of September 2012 and his duties were covered by an extension of the partnership arrangement with Nuneaton and Bedworth Borough Council. Nuneaton and Bedworth Borough Council now provides this Council with the services of both a Car Park Manager and an Engineering Manager, each working one day per week as well as a Transport Manager working two days per week.

- 3.3 The Transport Manager has now retired from his post at Nuneaton and Bedworth Borough Council following a merging of the role with that of the Waste and Cleansing Manager to form a new post of Waste and Transport Manager. As a result, North Warwickshire Borough Council now retains the services of the Transport Manager through an agency on a two days per week basis. The current Waste and Cleansing Manager at both authorities has taken up the new post of Waste and Transport Manager at Nuneaton and Bedworth Borough Council and will subsequently reduce the time spent with this authority to one day per week (from the current 2½ days) until October 2013 (when the new Refuse and Recycling services commence) after which time she will move back to Nuneaton and Bedworth Borough Council permanently.
- 3.4 In order to ensure that the important services of Refuse Collection, Recycling and Transport are managed adequately, and in order to meet our DfT road haulage requirements, it is proposed that a similar post of Waste and Transport Manager is created to cover these critical work areas. It is envisaged that the post holders at the two authorities will work closely together, share best practice and work towards greater integration of services where practicable and provide assistance and cover for each other where necessary.
- 3.5 Under this proposal, overall responsibility for the amenity cleaning service will be transferred to the Grounds and Operations Supervisor (who already covers the operational aspects of the service). This proposal has been considered by the Community & Environment Board and if these changes are supported the report will be presented to a meeting of the Executive Board's Special Sub-Group. Copies of the proposed job description and person specification are attached in the appendices to this report and have been submitted to the JNF for consideration and comment.

## **4 Report Implications**

### **4.1 Finance and Value for Money Implications**

- 4.1.1 The Council currently pays in the region of £21,000 per annum to cover the post of Transport Manager and a further £32,000 for the shared post of Waste and Cleansing Manager. Although the proposed post of Waste and Transport Manager has yet to be evaluated, it is highly unlikely that the cost will exceed the combined costs of the current arrangements and is likely to realise an annual saving of up to £6,500 (based on scale 13).

### **4.2 Risk Management Implications**

- 4.2.1 There are significant risks if a suitably qualified and experienced manager is not in post to oversee the implementation of the new recycling and refuse services due to be introduced in October 2013. A suitably CPC qualified Transport Manager is a legal requirement and this role would have to be covered in any event.

The Contact Officer for this report is Richard Dobbs (719440)

**NORTH WARWICKSHIRE BOROUGH COUNCIL  
JOB DESCRIPTION**

<b><u>Job Title:</u></b>	Waste & Transport Manager
<b><u>Post no.:</u></b>	
<b><u>Grade:</u></b>	TO DETERMINED
<b><u>Hours of Work:</u></b>	37 per week
<b><u>Responsible to:</u></b>	Assistant Director (Streetscape)
<b><u>Responsible for</u></b>	Waste and Transport staff

**JOB PURPOSE**

1. To have full operational and managerial responsibility for the refuse, recycling and transport services operated by North Warwickshire Borough Council.
2. To be responsible for the efficient and effective delivery of all services providing high levels of service to both internal and external customers.
3. To hold North Warwickshire Borough Council's 'O' Licence.
4. To work in partnership with North Warwickshire Borough Council to increase service resilience and identify potential areas for improvement through shared policies, procedures and services.

**MAIN ACTIVITIES**

1. To be responsible for the efficient and effective operation of the refuse collection, recycling and trade waste services, including organisation and control of labour and vehicle requirements and supervision of external contracts as required.
2. To be responsible for the efficient and effective management of the kerbside recycling contract and "bring sites", ensuring high levels of service are achieved and maximising environmental performance in line with Borough Council, Warwickshire and national targets.
3. To be responsible for the efficient and effective management of North Warwickshire Borough Council's transport fleet, utilising commercial standards and practices to provide a high quality transport service in accordance with current road traffic regulations and hold the Goods Vehicle Operators Licence.

4. To be responsible for the efficient and effective management of the garage workshop ensuring all vehicles and plant comply with relevant health and safety and transport legislation.
5. To manage the Council's vehicle replacement programme in line with operational requirements and in accordance with relevant legislative requirements and the Borough Council's Financial Regulations and Contract Standing Orders, including the procurement, sale and disposal of vehicles and plant ensuring resources are fully utilised.
6. To liaise with, and assist where necessary and appropriate, all Borough Council service areas which are transport users in relation to vehicle procurement, maintenance and use.
7. To be responsible for operational activities undertaken within the Council's Streetscape operational bases ensuring that employees and contractors operate in a safe and controlled manner.
8. To have overall responsibility for and ensure compliance with all site specific Health & Safety requirements and legislation at the Council's depot and other Streetscape operational bases.
9. To be responsible for the overall financial management of the Waste and Transport section and manage its budgets efficiently and effectively in compliance with the Borough Council's Financial Regulations and Contract Standing Orders.
10. To contribute as appropriate to the production and delivery of relevant Service Plans and the Council's Corporate Plan.
11. To plan, allocate and control resources effectively and within budgetary constraints and to seek continuous improvement and efficiencies.
12. To keep abreast of legislative requirements and changes and ensure regulatory compliance relevant to each service area.
13. To create and maintain an environment where the risks to the health, safety and welfare of employees and those in receipt of services are removed or controlled in line with legislative requirements and Council policy.
14. To ensure adherence to Borough Council Health & Safety policies any relevant Health & Safety legislation, including ensuring that risk assessments and COSHH assessments are undertaken and employees that are line-managed by the post comply with the requirements of these.
15. To respond to, and manage, any emergency situations that may occur relating to the services provided by the Waste and Transport section

and any relevant Streetscape operational base as a result of activation of the Borough Council's Emergency Plan.

16. To be responsible for the recruitment and ongoing training and development of employees to enable them to contribute effectively and provide high quality standards of service and customer care.
17. To be the main contact for Elected Members in relation to the services delivered the Waste and Transport section.
18. To develop an open environment within the Waste and Transport section where employees feel supported, involved and consulted.
19. To liaise with both internal and external stakeholders to identify and develop effective partnerships aimed at improving service delivery, efficiency and standards.
20. To continually evaluate equipment and processes used within the services to identify opportunities for operational and financial efficiency through the development and use of new technologies.
21. To contribute to the review and development of administrative and IT systems and procedures continuously to ensure that services are executed to the highest standards possible.
22. To promote and champion equalities both internally and externally and to actively seek to eliminate discrimination in line with the Council's Equality Scheme.
23. To prepare and present reports for committees and senior management, advising elected members and other officers as required on service related issues.
24. To represent the Assistant Director (Streetscape), and the Borough Council, at meetings and other fora, creating and maintaining effective links with relevant organisations in order to present a positive and professional image of the service and the Borough Council.
25. To ensure that complaints and enquiries from service users are dealt with appropriately and in accordance with Council policy and procedure.
26. To manage all personnel issues in line with Council policies and procedures undertaking disciplinary investigations / hearings where required.
27. To review service standards, quality and targets in order to identify continual improvements to the quality of services provided to customers.
28. To ensure the establishment and maintenance of appropriate quality management/assurance systems for the Waste and Transport section

and the services it provides.

29. To deal with any insurance related items that fall within the operational responsibilities of the post in accordance with the Borough's Council policies and procedures.
30. To undertake personal development commensurate with the duties and responsibilities of the post.
31. To undertake such other duties of a similar nature and level of responsibility that may be identified as the services provided are developed and refined.

**Special Conditions:**

1. Mobile phone provided
2. Essential Car User
3. One Professional fee paid

**Person Specification - Waste & Transport Manager**

<b>Category</b>	<b><u>E/D</u></b>	<b>Criteria</b> Indicated E (Essential) or D (Desirable)	<b><u>How Identified</u></b>
<b><u>Experience</u></b>	E	At least 3 years' experience in a management position involved in various aspects of waste management, i.e. refuse collection, recycling, and street cleansing.	2 & 4
	D	At least 2 years' experience in a management position involved in transport / fleet management activities, including providing a comprehensive maintenance service for vehicles and plant.	2 & 4
	E	Proven experience of managing site based and mobile "front-line" human resources.	2 & 4
	E	Experience of developing and maintaining effective working relationships with Elected Members, Trades Unions, external organisations and the local community.	2 & 4
	E	Experience of effective negotiating with Trades Unions / contractors / suppliers / external organisations.	2 & 4
	E	Experience of taking action under disciplinary / capability processes and procedures.	2 & 4
	E	Experience of managing budgets.	2 & 4
	E	Experience of developing and maintaining quality systems.	2 & 4
	E	Experience of dealing with Government agencies such as the Environment Agency, Health and Safety Executive.	2 & 4
	E	Experience of using computer packages / databases to help deliver effective and efficient services.	2 & 4
	E	Experience of using contractual and in-house Key Performance Indicators [KPIs] to monitor performance and instigate appropriate remedial actions.	2 & 4
	E	Experience of writing and presenting formal strategies, policies and reports at Committee / Executive Board level.	2, 3 & 4
	E	Experience of writing contract specifications and carrying out procurement exercises.	2 & 4
<b><u>Qualifications</u></b>	E	An appropriate degree or similar professional / technical / managerial qualification [equivalent to NVQ level 6 or above].	5
	E	OCR Level 3 Certificate of Professional Competence In National Road Haulage or equivalent.	5
	E	Membership of the Chartered Institute of Waste Management or Institute of Transport Engineers or equivalent.	5

Category	<u>E/D</u>	Criteria Indicated E (Essential) or D (Desirable)	<u>How Identified</u>
<b>Knowledge, Skills and Abilities</b>	E	In-depth knowledge of the waste industry, including knowledge of. <ul style="list-style-type: none"> <li>• Environmental Protection Act 1990</li> <li>• Health and Safety at Work Act</li> <li>• Recycling methods and techniques</li> </ul>	2, 3 & 4
	D	Good knowledge of transport / fleet management activities and of relevant legislation relating to fleet management and transport activities.	2 & 4
	E	Ability to demonstrate team leadership and motivational skills and co-ordinate activities in a diverse team.	2 & 4
	E	Able to work with complex numerical information, such as budgetary data,	2, 3 & 4
	E	Good project management skills and familiarity with project management techniques.	2 & 4
	E	Ability to work effectively and responsibly on own in order to meet set deadlines.	2 & 4
	E	Well-developed and effective negotiation skills.	2 & 4
	E	Highly developed interpersonal skills including the ability to communicate effectively at all levels, both orally and in writing	2, 3 & 4
	E	Good understanding of the application and development of IT systems to meet operational needs and an ability to use such systems.	2 & 4
	D	Knowledge of issues affecting Local Government	2 & 4
<b>Personal Qualities</b>	E	Self motivated and determined in the completion of tasks.	4
	E	Able to prioritise workloads effectively to ensure completion of high priority tasks.	4
	E	Able to work under pressure and to tight deadlines	2 & 4
	E	Commitment to improving services for customers	2 & 4
	E	Innovator and motivator	2 & 4
	D	Excellent communicator	4
	E	Able to persuade and influence a wide variety of people	2 & 4
	E	Able to demonstrate firmness, yet consistency and equality in dealings with a wide range of people.	4

	E	Able to portray a confident and professional image	4
	D	Politically sensitive	2 & 4
	E	Willing to undertake ongoing personal and professional development	2 & 4
<b>Other Factors</b>	E	Excellent attendance record	2 & 5

1= test prior to short listing, 2=application form, 3=test after short listing,  
4=interview, 5=documentary evidence

**Criteria identified by “2”, either singly or in combination with any other number, will be used for short-listing purposes and details should appear on the application form.**

**Agenda Item No 9**

**Resources Board**

**28 January 2013**

**Report of the Assistant Director  
(Streetscape)**

**Parking Places Order 2013**

**1 Summary**

- 1.1 This report asks Members to approve a revised Parking Places Order and associated Schedules covering all the Borough Council owned and operated off-street car parks.

**Recommendation to the Board**

**That the Board approves the revised Parking Places Order 2013 and associated Schedules.**

**2 Consultation**

- 2.1 All Borough Councillors were sent a copy of the Car Park Schedules in December, 2012 and invited to submit their comments on the proposed revisions. Only a few comments have been received, but those are supportive of the changes which have been included in the amended schedule.

**3 Background**

- 3.1 The Council's last published Parking Places Order (PPO) dates back to 1995 and is therefore nearly 20 years old. The Council's Car Parking Manager was asked to review the 1995 order and propose any changes which would bring the PPO in line with current legislation and parking management best practice. The revised Parking Places Order 2013, which contains a number of amendments which are mostly technical in nature, is attached at Appendix A to this report.

...

- 3.2 The associated Car Parking Schedules were also reviewed to ensure they are in-line with car park usage. On the whole, the existing waiting times were considered to be fit for purpose, but a number of minor alterations are proposed. The revised Schedules are attached at Appendix B.

...

- 3.3 It is highly likely that the Parking Places Order and the Car Parking Schedules will need to be revised when Civil Parking Enforcement is introduced in North Warwickshire. However, although discussions are ongoing with Warwickshire County Council on their timescale for implementation, a firm date has yet to be set for its introduction. Given that it will be a considerable time before CPE implementation takes place, even once a date is set, it was considered important for the PPO to be brought up to date in advance of the more wide reaching changes which may result from the introduction of Civil Parking Enforcement at some point in the future.
- 3.4 If the Board approves the revised Parking Places Order, there will be a six month statutory consultation period before they come into force.

#### **4 Report Implications**

##### **4.1 Finance and Value for Money Implications**

- 4.1.1 There are no financial implications resulting from the revised Parking Places Order. Fixed Penalty Notice (FPN) income is not expected to change as a result of the relatively minor proposed revisions to the Car Parking Schedules.

##### **4.2 Legal and Risk Management Implications**

- 4.2.1 Although the existing Parking Places Order 1995 will be valid and will continue to be enforced until the introduction of the new PPO, the proposed changes will tighten up some areas of enforcement and reflect present day car park usage and management more accurately, thus reducing the risk of FPN appeals.

The Contact Officer for this report is Richard Dobbs (719440)

# DRAFT

THE BOROUGH OF NORTH WARWICKSHIRE  
(OFF STREET PARKING PLACES) ORDER, 2013

THE BOROUGH OF NORTH WARWICKSHIRE  
(OFF STREET PARKING PLACES) ORDER 2013

The Council of the Borough of North Warwickshire ("the Council") in exercise of their powers under Sections 32, 33, 35, 35A and 38 and Part IV of Schedule 9 to the Road Traffic Regulation Act, 1984, ("the Act") and of all other enabling powers, with the consent of the Warwickshire County Council, in accordance with Section 39(3) of the Act and after consulting the Chief Officer of Police in accordance with Part III of Schedule 9 to the Act, hereby make the following Order:-

PART I

GENERAL

Citation and Date of Operation

1. This Order, which revokes the Order mentioned in Article 30 below, shall come into operation on **?????** **2013** and may be cited as "The Borough of North Warwickshire (Off Street Parking Places) Order, **2013**."

Definitions

2. In this Order, except where the context otherwise requires, the following expressions have the meanings hereby assigned to them:-

*"disabled person's badge" has the same meaning as in the Disabled Persons (Badges for Motor Vehicles) (England) Regulations 2000.*

"driver", in relation to a vehicle waiting in a parking place, means the person driving the vehicle at the time it was left in the parking place;

"long stay car parks" means the parking places listed in column 1 of Schedule 1 to this Order;

*"motor car" and "trailer" have respectively the same meaning as in Sections 136 and 137 of the Act;*

"operative hours" mean the periods specified in column 4 and 5 of Schedule 1 and 2 to this Order;

*"owner" in relation to a vehicle which is required to be licensed under the provisions of the Vehicles (Excise) & Registration Act 1994 means the person in whose name the vehicle was registered under the said Act on the date on which the vehicle was left in the parking place in question;*

"parking attendant" means a person authorised by or on behalf of the Council to carry out any duties in relation to the parking places listed in Schedules 1 and 2 to this Order;

"parking place" means any area of land specified by name in column 1 of Schedule 1 or Schedule 2 to this Order provided by the Council under Section 32 of the Act for use as a parking place;

"parking space" means any area of a parking place which is provided for the leaving of a vehicle and indicated by markings on the surface of the parking place or by any such other suitable means as may be practicable;

“short stay car parks” mean the parking places listed in column 1 of Schedule 2 to this Order; and

*“vehicle” means any vehicle whether or not it is in a fit state for use on roads, and includes any caravan, and any chassis or body, with or without wheels, appearing to have formed part of such vehicle or any load carried by, and anything attached to, such vehicle;*

*The Interpretation Act 1978 shall apply for the interpretation of this Order as it applies for the interpretation of an Act of Parliament and as if for the purposes of Section 16 and 17 of that Act this Order were an Act of Parliament*

## PART II

### USE OF PARKING PLACE

#### Use of Land and Parking Place

3. (1) Subject to Articles 4 and 5 below, each area of land specified by name in column 1 of either of the Schedules to this Order may be used, subject to the following provisions of the order, as a parking place for such classes of vehicles, in such positions on such days, during such hours and at such charges as are specified in relation to that area in the said Schedules.
  - (2) Every vehicle parked in any of the said parking places shall, where parking spaces are defined, be parked only in such a space. For the avoidance of doubt where such spaces are delineated by surface markings, vehicles must be parked within the markings and tyres shall not touch or encroach beyond the said markings. Where parking spaces are surface marked or otherwise indicated as being reserved for a special class of vehicle no vehicle of any other class shall be parked in any such space.
  - (3) Where, within a parking place, there is a sign or surface marking which indicates that a parking space is available only for a disabled person’s vehicle, the driver of a vehicle shall not permit it to wait in that parking space for any period unless it is one of the types of vehicle described in Article 29 below or either the driver of the vehicle or a passenger in the vehicle at the time it is left in the parking place *has been issued with a valid disabled person’s badge and that it is clearly displayed on the dashboard so that it can be checked by a Parking Attendant.*
4. Nothing in Article 3 of this Order shall:
    - (a) restrict the power of the Council temporarily to close any or all of the parking spaces or places; or
    - (b) prevent any person from causing or permitting a vehicle to wait in a parking place for so long as may be necessary to enable:
      - (i) a person to board or alight from a vehicle;
      - (ii) goods to be loaded on to or unloaded from the vehicle.
  5. *The Council may, by notice displayed at or near a parking place, immediately close such a parking place or part thereof for any period, and no driver of any vehicle shall*

use such a parking place or part thereof when it is so closed.

### Amount of Charges

6. (1) If a vehicle (not being a vehicle exempted from this provision by Article 29 or permission having been otherwise granted in writing by the Council) is parked outside of the parking bay markings, or exceeds the permitted weight limit of 1500kg, or is left in a parking place, or part thereof which is subject to a time limit on parking, such that it is observed therein during its operative hours at a particular time, (the time of first observation), and is subsequently observed therein during its operative hours at a time more than the maximum period for which a vehicle may wait as specified in column 5 of Schedule 1 or Schedule 2, after the time of first observation, (the time of final observation) then (1) the driver of the vehicle shall be guilty of an offence and (2) a charge of £50 (the charge) shall be paid by the Driver of the vehicle to the Council in accordance with the remaining provisions of this Article.
- (2) *In default of the payment of the charge by the driver of the vehicle in accordance with Articles 6(1) or 6(5) the owner of the vehicle shall be liable to pay the charge.*
- (3) *Both the driver of the vehicle and the owner of the vehicle shall be responsible persons within the meaning of Section 35A(3) of the Act of 1984, so however that the Council may prosecute either the driver of the vehicle or the owner of the vehicle, but not both for contravention of the provisions of this Order. Furthermore, the Council may recover any charge or sum due under this Order from either the driver or the owner of the vehicle but not both.*
- (4) In the case of a vehicle in respect of which a charge may have been incurred it shall be the duty of the Parking Attendant to attach to the vehicle, in a conspicuous position, a notice which shall include the following particulars:-
- (a) the registration mark on the vehicle or, where the vehicle is being used under a trade licence, the number of the trade plate carried by the vehicle;
  - (b) the date and time of final observation in the cases of breach of Article 6(1);
  - (c) a statement that the charge of £50 is required to be paid or alternatively if the sum of £25 ("the sum") is offered in payment within 7 days of the date of the notice, and is in fact paid within this seven day period, the Council shall accept it in lieu of £50;
  - (d) the manner in which, the time within which, the charge should be paid;
  - (e) a statement that it is an offence under Section 35A of the Act of 1984 for the driver of a vehicle who has left the vehicle in a parking place to fail to pay the charge, or in default of payment of the charge by the driver an offence for the owner of the vehicle to fail to pay the charge.
- (5) *Upon making payment the driver or owner shall supply the following information, namely: the date of the offence, the name of the appropriate parking place, the registration number of the vehicle, together with the number of the charge notice issued in respect of the offence for which payment is offered. This requirement may be satisfied by production of the charge notice showing the required information.*

- (6) Where the owner of a **vehicle** is liable to pay the charge by reason of Article 6(2) and the Council seeks to recover the charge from the owner the Council shall inform the owner by notice in writing to such liability and shall require the charge to be paid before the date specified for payment in the notice such date being not less than 14 days from the date of the notice, and in default of payment in accordance with this the owner shall be guilty of an offence.
- (7) For the purpose of this Article notice is duly given if it is posted in a letter addressed to **the** last known address of the driver or owner of the vehicle as the case may be.
- (8) Without prejudice to its powers under this Order to recover any charge or payment due to the Council in proceedings before the Magistrates' Court, the Council shall have power to recover any such charge or payment in the County Court as if it was a civil **debt**.
- (9) In Schedules 1 and 2 the requirement that no period of parking on the parking place shall exceed the maximum period specified in column 5 of each Schedule shall be construed so that the maximum period means the period of at least that specified in column 5 between the time of the first observation and time of the final observation as defined in Article 6(1). For the avoidance of doubt therefore it is immaterial whether the vehicle has been removed between the time of the first observation and the time of the final observation as defined in Article 6(1). Similarly it is immaterial whether the vehicle has returned to the same or a different parking space within the same parking place.

#### Restriction on Removal Notices

7. When a notice has been attached to a vehicle in accordance with any of the foregoing provisions of this Order, no person other than a person authorised by the Council, or the driver or a person authorised by the driver shall remove the notice from the vehicle. And it shall be an offence under this Order for any person other than a person authorised as aforesaid to remove such a notice from a vehicle.

### Driving, Vehicle Excise and Insurance Requirements

8. A person shall not drive a vehicle in a parking place unless:
- (a) that person is the holder of a licence authorising him or her to drive a vehicle of its class or description on a road; or
  - (b) he or she is the holder of a provisional driving licence and is accompanied in the vehicle by a person holding a licence of the type mentioned in (a) above; and
  - (c) in either case, the vehicle is licensed in pursuance of the provisions of the Vehicle Excise and Registration Act 1974 and unless there is in relation to the use of the vehicle by the driver such a policy of insurance as complies with the requirements of Part VI of the Road Traffic Act, 1988.

### Speed Limit

9. A person shall not drive, in a parking place, a vehicle at a speed exceeding **ten miles per hour**.

### Use of Vehicle Engine

10. The driver of a vehicle using a parking place shall stop the engine as soon as the vehicle is in position in the parking space and shall not start the engine, except when about to change the position of the vehicle in or to depart from the parking place.

### Prohibition of Certain Sales and Activities

11. No person shall use a vehicle, while it is in a parking place, in connection with the sale of any article to persons in or near the parking place or in connection with the selling or offering for hire of his or her skill or services, nor in the parking place display or offer for sale any vehicle.
12. No person shall use any part of a parking place or any vehicle left in a parking place:
- (a) for sleeping, camping, caravanning, or cooking purposes;
  - (b) for the purposes of servicing, washing, maintaining or repairing any vehicle or part thereof other than is reasonably necessary to enable that vehicle to depart from the parking place; or.
  - (c) for the erection of any tent, booth, stand, building or other structure.
13. No person shall light or cause or permit to be lit any fire within any part of a parking place.

### Use of Horn

14. The driver of a vehicle using a parking place shall not sound any horn or similar instrument except in an emergency or when about to change the position of the vehicle in or to depart from the parking place.

### Incorrect Positioning and Removal of Vehicles

15. (1) If a vehicle is left in a parking place in a position other than in accordance with the provisions of Article 3 of this Order, an authorised Officer of the Council may alter or cause to be altered the position of the vehicle so that it is left in a position which meets the requirements of the said Article.
- (2) If a vehicle is left in a parking place in contravention of any of the foregoing provisions of this Order, an authorised Officer of the Council may remove the vehicle or arrange for it to be removed from the parking place.
- (3) For the purposes of meeting the requirements of an emergency, an authorised officer of the Council or a police constable in uniform may alter or cause to be altered the position of a vehicle in a parking place or remove or arrange for the removal of a vehicle from a parking place.
- (4) Any person altering, or causing the alteration of, the position of a vehicle by virtue of paragraph (1) of this Article, or removing, or causing the removal of, a vehicle by virtue of paragraphs (2) or (3) of this Article, may do so by towing or driving the vehicle or in such other manner as he or she may think reasonably necessary to enable the position of the vehicle to be altered or the vehicle to be removed.
- (5) Any person removing or arranging for the removal of a vehicle by virtue of paragraphs (2) or (3) of this Article shall make such arrangements as he or she considers to be reasonably necessary for the safety of the vehicle in the place to which it is removed.
- (6) *Any reasonable costs incurred by the Council in the exercise to the powers contained in paragraphs (1), (2), (3), (4) and (5) of this Article may be recovered from the owner or driver of the vehicle concerned and the Council may retain possession of the vehicle until such costs are paid.*
- (7) *Section 102 of the Act shall apply to this Order in respect of the recovery by the Council of the charges for the removing or removal of vehicles in accordance with this Article.*

### Use of Entrances and Exits

16. Where in a parking place signs are erected or surface markings are laid for the purpose of:
  - (a) indicating the entrance to or exit from the parking place; or
  - (b) indicating that a vehicle using the parking place shall proceed in a specified direction within the parking place,

no persons shall drive or permit to be driven any vehicle (i) so that it enters the parking place otherwise than by an entrance, or leaves the parking place otherwise than by an exit, so indicated, or (ii) in a direction other than so specified.

### Restriction on Vehicle Movements

17. No persons shall, except with the permission of any person authorised by the Council, drive any vehicle in a parking place other than for the purpose of leaving that vehicle in the parking place in accordance with the provisions of this Order or for the purposes of departing from the parking place.

## Liability Disclaimer

18. Apart from their statutory liability, the Council are not and will not be under any liability whatsoever in respect of the loss of or any damage occasioned to:
- (a) any vehicle; and/or
  - (b) anything in on or about the vehicle howsoever such loss or damage may be caused.

whilst such vehicle is on any parking place or being removed from that parking place.

## General

19. *Contravention of or non-compliance with any the provisions of this Order shall be an offence in accordance with Section 35A of the Act.*
20. *No persons shall use a parking place for the storage of any vehicle or any other object/anything for any purpose.*
21. *No persons shall in a parking place wantonly shout or otherwise make any loud noise to the disturbance or annoyance of users of the parking place or residence of premises in the neighbourhood.*
22. *No persons shall in a parking place destroy, damage, interfere with or deface any property belonging to the Council, and in addition to liability for any penalty imposed for breach of this provision of this Order, any person doing so shall be liable for and shall pay the Council the full cost of repair of the damage.*
23. (1) *No persons shall in a parking place use any threatening, insulting or abusive language gesture or conduct with intent to put any person in fear or so as to occasion a breach of the peace or whereby a breach of the peace is likely to be occasioned.*
- (2) *A person who is not in a parking place for the purpose of parking or retrieval of a vehicle or a purpose connected therewith on being requested to leave the parking place by an Officer of the Council, parking attendant or any Police Constable shall do so forthwith.*
24. *No person shall use a parking place as a means of passage by a motor vehicle proceeding from one road to another road unless markings on the surface of the parking place or signs indicate that this is permissible.*
25. *The driver of a vehicle drawing a trailer shall not permit the vehicle or the trailer to wait in a parking place unless they have been disconnected, and for the purpose of this order the vehicle and the trailer shall be deemed to be separate vehicles and the said driver shall be deemed to be the driver of each of the said vehicles.*
26. *In accordance with sub-section 3(c) of Section 35A of the Act, sub-sections (4), (5) and (6) of Section 47 of the Act shall apply to the parking spaces surfaced marked or otherwise indicated as being reserved for a special class of vehicle, in accordance with Article 3(2), as though in the aforementioned sub-sections of Section 47 before the words "this section" was substituted the words "Section 35A of the Road Traffic Regulation Act 1984".*

27. *Double yellow lines installed in a parking place indicate that no parking is permitted adjacent thereto.*
28. *It shall be an offence to fail to comply forthwith with a request of a duly authorised Officer of the Council or parking attendant, which is made for the purpose of securing compliance with any of the **provisions** of this Order.*

PART III  
EXEMPTIONS

29. The following vehicles left in a parking place shall be exempt from any limitation of time providing, in each case, either the driver of the vehicle or a passenger in the vehicle at the time it is left in the parking place is a disabled person:
- (i) any invalid carriage;
  - (ii) a vehicle issued to a Disabled Person by the relevant Government Department in lieu of an invalid carriage;
  - (iii) a vehicle left by the driver thereof who is a person who, on account of his or her severe physical disability, has been given a notice in writing by the Council that he or she is exempt from any limitation on time, if the notice is displayed in a conspicuous position on the vehicle and can be read from outside the vehicle; or
  - (iv) a Disabled Person's vehicle which displays a **valid** Disabled Person's Badge, provided that the badge is displayed in a conspicuous position on the vehicle and the wording on the badge can be read from outside the vehicle.

PART IV  
REVOCATIONS

30. The Borough of North Warwickshire (Off Street Parking Places) Order, 1995 is hereby revoked.

THE COMMON SEAL of the NORTH )  
WARWICKSHIRE BOROUGH COUNCIL )  
was hereunto affixed on the )  
in the presence of: )

Designated Officer

SCHEDULE 1  
LONG STAY CAR PARKS

<u>Column 1</u> Parking Place	<u>Column 2</u> Position in which vehicles may wait	<u>Column 3</u> Class of Vehicle	<u>Column 4</u> Days & Hours of operation	<u>Column 5</u> Maximum Period for which a vehicle may wait	<u>Column 6</u> Scale of Charge
1. <u>Atherstone</u>					
(a) Council House Car Park, Woolpack Way <u>(Staff car park Mon – Fri)</u>	Within the spaces marked by white lines on the surface	Motor cars constructed solely for the carriage of passengers and their effects and adapted to carry not more than seven passengers exclusive of the driver, dual purpose vehicles of unladen weight not exceeding 2 tonnes, motor cycles and motor cycle combinations, other vehicles of an unladen weight not exceeding 1500kg	Saturday at any hour	14 hours	No charge
			Sunday at any hour	24 hours	No charge
(b) Council House Car Park, South Street <u>(Staff car park Mon – Fri)</u>	-ditto-	-ditto-	Saturday at any hour	14 hours	No charge
			Sunday at any hour	24 hours	No charge
(c) Former Cattle Market, Station Street	-ditto-	-ditto-	Monday to Saturday inclusive at any hour	14 hours	No charge
			Sunday at any hour	24 hours	No charge
(d) Memorial Hall, Long Street	-ditto-	-ditto-	Monday to Saturday inclusive 9.00am – 5.00pm <u>(No return in 2 hours)</u>	4 hours	No charge
			Monday to Saturday inclusive 5.00pm – 9.00am	16 hours	No charge
			Sunday at any hour	24 hours	No charge

SCHEDULE 1  
LONG STAY CAR PARKS  
(Continued)

Column 1 Parking Place	Column 2 Position in which vehicles may wait	Column 3 Class of Vehicle	Column 4 Days & Hours of operation	Column 5 Maximum Period for which a vehicle may wait	Column 6 Scale of Charge
(e) Sheepy Road	Within the spaces marked by white lines on the surface	Motor cars constructed solely for the carriage of passengers and their effects and adapted to carry not more than seven passengers exclusive of the driver, dual purpose vehicles of unladen weight not exceeding 2 tonnes, motor cycles and motor cycle combinations, other vehicles of an unladen weight not exceeding 1500kg	Monday to Saturday inclusive at any hour	14 hours	No charge
			Sunday at any hour	24 hours	No charge
(f) Carlyon Road (Sandwich Factory)	-ditto-	-ditto-	Monday to Saturday inclusive at any hour	14 hours	No charge
			Sunday at any hour	24 hours	No charge
(g) Bus Station, Station Street	In front of the bus stands or elsewhere within the bus station, provided that no obstruction is caused to other public service vehicles	Public Service Vehicles	All days at any hour	3 hours	No charge

SCHEDULE 1  
LONG STAY CAR PARKS  
(Continued)

Column 1 Parking Place	Column 2 Position in which vehicles may wait	Column 3 Class of Vehicle	Column 4 Days & Hours of operation	Column 5 Maximum Period for which a vehicle may wait	Column 6 Scale of Charge
2. Coleshill	-ditto-	-ditto-	Monday to Saturday inclusive 8.00am – 6.00pm <span style="color: red;">(No return in 2 hours)</span>	4 hours	No charge
(a) Church Hill			Monday to Saturday inclusive 6.00pm – 8.00am Sunday at any hour	14 hours 24 hours	No charge No charge
(b) Parkfield Road	-ditto-	-ditto-	Monday to Saturday inclusive 8.00am – 6.00pm <span style="color: red;">(No return in 2 hours)</span>	4 hours	No charge
			Monday to Saturday inclusive 6.00pm – 8.00am Sunday at any hour	14 hours 24 hours	No charge No charge

SCHEDULE 1  
LONG STAY CAR PARKS  
(Continued)

Column 1 Parking Place	Column 2 Position in which vehicles may wait	Column 3 Class of Vehicle	Column 4 Days & Hours of operation	Column 5 Maximum Period for which a vehicle may wait	Column 6 Scale of Charge
3. <u>Dordon</u>					
Long Street	Within the spaces marked by white lines on the surface	Motor cars constructed solely for the carriage of passengers and their effects and adapted to carry not more than seven passengers exclusive of the driver, dual purpose vehicles of unladen weight not exceeding 2 tonnes, motor cycles and motor cycle combinations, other vehicles of an unladen weight not exceeding 1500kg	Monday to Saturday inclusive at any hour	14 hours	No charge
			Sunday at any hour	24 hours	No charge
4. <u>Kingsbury</u>					
Pear Tree Avenue	-ditto-	-ditto-	Monday to Saturday inclusive at any hour	14 hours	No charge
			Sunday at any hour	24 hours	No charge
5. <u>Water Orton</u>					
Birmingham Road	-ditto-	-ditto-	Monday to Saturday inclusive at any hour	14 hours	No charge
			Sunday at any hour	24 hours	No charge
6. <u>Polesworth</u>					
Grendon Road	-ditto-	-ditto-	Monday to Saturday inclusive at any hour (No return in 2 hours)	3 hours suggested change, was 14 hours	No charge
			Sunday at any hour	24 hours	No charge

SCHEDULE 2  
SHORT STAY CAR PARKS

<u>Column 1</u> Parking Place	<u>Column 2</u> Position in which vehicles may wait	<u>Column 3</u> Class of Vehicle	<u>Column 4</u> Days & Hours of operation	<u>Column 5</u> Maximum Period for which a vehicle may wait	<u>Column 6</u> Scale of Charge
1. <u>Atherstone</u>					
(a) Station Street (Rear of bus station)	Within the spaces marked by white lines on the surface or by other suitable surface markings	Motor cars constructed solely for the carriage of passengers and their effects and adapted to carry not more than seven passengers exclusive of the driver, dual purpose vehicles of unladen weight not exceeding 2 tonnes, motor cycles and motor cycle combinations, other vehicles of an unladen weight not exceeding 1500kg	Monday to Saturday inclusive 9.00am to 5.00pm <b>(No return in 2 hours)</b>	1 hour	No charge
			Monday to Saturday inclusive 5.00pm – 9.00am Sunday at any hour	16 hours 24 hours	No charge No charge
(b) Woolpack Way <b><u>(Public use)</u></b>	Within the spaces marked by white lines on the surface	-ditto-	Monday to Saturday inclusive 9.00am to 5.00pm <b>(No return in 2 hours)</b>	2 hours	No charge
			Monday to Saturday inclusive 5.00pm to 9.00am Sunday at any hour	16 hours 24 hours	No charge No charge

SCHEDULE 2  
SHORT STAY CAR PARKS

<u>Column 1</u> Parking Place	<u>Column 2</u> Position in which vehicles may wait	<u>Column 3</u> Class of Vehicle	<u>Column 4</u> Days & Hours of operation	<u>Column 5</u> Maximum Period for which a vehicle may wait	<u>Column 6</u> Scale of Charge
2. <u>Polesworth</u>					
Rickyard Close	-ditto-	-ditto-	Monday to Saturday inclusive 9.00am to 5.00pm <b>(No return in 2 hours)</b>	2 hours	No charge
			Monday to Saturday inclusive 5.00pm to 9.00am Sunday at any hour	16 hours 24 hours	No charge No charge

## Agenda Item No 10

### Resources Board

28 January 2013

**Report of the Assistant Chief Executive and Solicitor to the Council, Assistant Director (Streetscape), Assistant Chief Executive (Community Services), Assistant Director (Housing) and Assistant Director (Finance and HR)**

**General Fund Fees and Charges 2013/14**

#### 1 Summary

- 1.1 The report covers the fees and charges for 2012/13 and the proposed fees and charges for 2013/14.

#### **Recommendation to the Board**

**That the schedule of fees and charges for 2013/14, set out in the report be accepted.**

#### 2 Consultation

- 2.1 The Chairman, Vice Chairman and Opposition Spokesperson have been sent an advanced copy of this report for comment. Any comments received will be reported verbally at the meeting.

#### 3 Introduction

- 3.1 At its meeting in September, the Executive Board agreed the budget strategy for 2013/17, which included an allowance for price increases of 3% equating to £720 additional income.

#### 4 Fees and Charges proposed for 2013/14

- ... 4.1 Attached at Appendix A for the Board's consideration are details of present and proposed fees and charges for the financial year 2013/14. Some prices have been increased by 3% in line with the budget strategy for 2013/17 as agreed by Executive Board in September 2012, while parking penalties, dog fouling, litter penalties and register of electors sales have remained at 2012/13 levels. The amounts shown have already been included in the revenue estimates for 2013/14.

## 5 Report Implications

### 5.1 Finance and Value for Money Implications

5.1.1 The pricing structure contained within this report will contribute £750 to the achievement of income targets, which are contained within the Deputy Chief Executive's report on the General Fund estimates 2013/14 presented elsewhere within the agenda for this meeting.

### 5.2 Risk Management

5.2.1 Changes to fees and charges may impact on the level of demand. However, this has been considered in proposing the revised charges.

The Contact Officer for this report is Nigel Lane (719371).

### Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

**NORTH WARWICKSHIRE BOROUGH COUNCIL**  
**RESOURCES BOARD**  
**FEES AND CHARGES FROM 1 APRIL 2013**

	2012/13 CHARGE	2013/14 CHARGE	VAT RATING
	£	£	
<b>REGISTER OF ELECTORS</b>			
a) Paper form	10.00+ 5.00 per 1,000 names or part thereof plus postage	10.00+ 5.00 per 1,000 names or part thereof plus postage	Outside Scope
b) Charge per full register in paper form	255.00 plus postage	255.00 plus postage	"
c) Data form	20.00+ 1.50 per 1,000 names	20.00+ 1.50 per 1,000 names	"
d) Charge per full register in data form	93.50	93.50	"
e) Overseas electors-paper form	10.00+ 5.00 per 1,000 names or part thereof plus postage	10.00+ 5.00 per 1,000 names or part thereof plus postage	"
<b>STATEMENTS OF ACCOUNT (per copy)</b>	10.90	11.20	Outside Scope
<b>INSPECTION AND COPYING OF BACKGROUND PAPERS UNDER SECTION 100H OF THE LOCAL GOVERNMENT ACT 1972</b>			
a) Inspection of background papers to a part 1 report per item of business	2.20	2.30	Outside Scope
b) Photocopying of background papers to a part 1 report per copy	0.10	0.10	"
minimum charge	0.50	0.50	"
<b>UNADOPTED STREETS AND CAR PARKS</b>			
Builders' skip permits	25.00	25.00	Exempt
Scaffolding/hoarding permits (for a period up to and including 1 month)	100.00	105.00	"
Vehicular access crossing	75.00	75.00	"
Licence agreement for temporary possession	300.00	310.00	"
Licensors surveyor's fee and legal costs	50.00	50.00	"
<b>STREET WORKS LICENCE</b>			
Inspection fee (per opening)	150.00	155.00	Exempt
Administration fee to process application	300.00	310.00	"
<b>ROAD CLOSURES</b>			
Commercial organisations	Cost of advert	Cost of advert + 15% admin. Charge	Exempt
Town/parish councils	50% of cost of advert + 15% admin. Charge	50% of cost of advert + 15% admin. Charge	Exempt
Charities and non profit making bodies	Free	Free	Exempt

**NORTH WARWICKSHIRE BOROUGH COUNCIL**  
**RESOURCES BOARD**  
**FEES AND CHARGES FROM 1 APRIL 2013**

	<b>2012/13 CHARGE</b>	<b>2013/14 CHARGE</b>	<b>VAT RATING</b>
	<b>£</b>	<b>£</b>	
<b>PARKING PENALTIES</b>			
If paid within 7 days	25.00	25.00	Outside Scope
If paid after 7 days	50.00	50.00	"
<b>COURT COSTS</b>			
Summons Costs (Council Tax and NDR)	100.00	105.00	Outside Scope
<b>FAILURE TO NOTIFY A CHANGE TO A COUNCIL TAX REDUCTION</b>	N/A	70.00	Outside Scope
<b>FAILURE TO NOTIFY A CHANGE AFFECTING HOUSING BENEFIT</b>	N/A	50.00	Outside Scope
<b>BOROUGH CARE</b>			
Charge for service users under 62 years not in receipt of low income subsidy (per week)	4.20	4.30	Incl. VAT at Standard Rate
Monitoring only service (existing customers only-per year)	70.90	73.00	"
<b>RODENT CONTROL</b> (commercial premises)	Case Specific	Case Specific	Plus VAT at Standard Rate
Initial treatment and revisit			
<b>PEST CONTROL</b> (domestic premises)			
<b>Fleas,bedbugs,cockroaches etc.</b>	45.30	46.70	Incl VAT at Standard Rate
Residents in receipt of income related supplementary benefits.	22.70	23.40	"
<b>Wasps' Nests-subject to service capacity</b>		40.00	Incl VAT at Standard Rate
Residents in receipt of income related supplementary benefits	22.70	23.40	Incl VAT at Standard Rate
<b>Rats and mice</b>			
Rats in domestic premises	N/A	Free	Incl VAT at Standard Rate
Mice only (this fee has to be paid by debit/credit card in advance of treatment)	27.20	28.00	"
Mice only- residents in receipt of means tested benefits or in receipt of a pension	N/A	Free	"
<b>STRAY DOGS</b>	47.40	48.80	Outside Scope
<b>DOG FOULING PENALTIES (Statutory)</b>			
	80.00	80.00	Outside Scope
If paid within 7 days	50.00	50.00	"
<b>LITTERING PENALTIES (Fixed charge)</b>			
	80.00	80.00	Outside Scope
If paid within 7 days	50.00	50.00	"

## Agenda Item No 11

### Resources Board

28 January 2012

Report of the  
Deputy Chief Executive

General Fund Revenue Estimates  
2013/14 - Services Recharged  
Across All Boards

#### 1 Summary

- 1.1 This report covers the revised budget for 2012/13 and an estimate of expenditure for 2013/14, together with forward commitments for 2014/15, 2015/16 and 2016/17.

#### Recommendation to the Board

- a To accept the revised budget for 2012/13; and
- b To accept or otherwise vary the Estimates of Expenditure for 2013/14, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 12 February 2013.

#### 2 Consultation

- 2.1 The Chairman, Vice-Chairman and Opposition Spokesperson have been sent an advanced copy of this report for comment. Any comments received will be reported verbally to the Board.

#### 3 Report

##### 3.1 Introduction

- 3.1.1 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2013/14 and this, together with a revised budget for 2012/13, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2011/12 are shown.

...

- 3.1.2 At its meeting in September 2012, the Executive Board agreed the budget strategy for 2013-2017 which required savings of £1.5 million over a four year period. This required budget savings of £532,000 in 2013/14 with additional savings of £410,000, £300,000 and £250,000 in 2014/15, 2015/16 and 2016/17 respectively. No provision for growth was built into the strategy.

- 3.1.3 Assistant Directors were asked to identify areas where savings could be made, either by a reduction in expenditure or through the generation of additional income. These have been incorporated into the estimates being considered and are shown in Appendix D.

...

3.1.5 Board requirements have been prepared, taking into account the following assumptions:

- No increase in the level of service except where Council approval has already been given
- A 2% pay award for 2013/14 onwards
- Increases in the Council's pension contribution rate of 1% per annum up to 2015/16 at which point the rate will remain constant
- A general provision for inflation of 3% in 2013/14 although where contractual obligations require a specific price increase in line with inflation, these have been provided. A general inflationary increase of 3% has only been given in alternate years within supplies and service budgets, in order to encourage efficiencies in procurement.

3.1.6 A subjective analysis of the Board's requirement is shown below:

	<b>Approved Budget 2012/13 £</b>	<b>Revised Budget 2012/13 £</b>	<b>Original Budget 2013/14 £</b>
Employee Costs	8,011,570	7,719,440	8,080,080
Premises	512,480	519,330	495,170
Supplies and Services	768,550	885,930	838,880
Transport	814,550	785,370	740,650
Earmarked Reserves	8,170	(50,490)	0
<b>Gross Expenditure</b>	<b>10,115,320</b>	<b>9,859,580</b>	<b>10,154,780</b>
Income	(49,660)	(68,200)	(66,940)
<b>Net Controllable Expenditure</b>	<b>10,065,660</b>	<b>9,791,380</b>	<b>10,087,840</b>
Recharged to Other Services	(12,884,750)	(12,417,290)	(12,563,920)
Support Charges	1,993,250	1,841,430	1,847,280
Capital Charges	825,840	784,480	628,800
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### 4 Capital Charges

4.1 The Council values all of its assets using a five year rolling programme, and this can affect the level of capital charges that are made to services and can therefore significantly affect the net service cost. Included within the services of this Board are Council Offices, Depot and Stores, vehicles and IT equipment. Therefore changes in net service expenditure that are as a result of increases, or decreases in capital charges are shown below net operating expenditure in the following pages.

#### 5 Comments on the 2012/13 Revised Budget

5.1 The revised budget to be recharged across all Boards for 2012/13 is estimated to be £12,417,290; a decrease of £467,460 on the approved provision. The main reasons for variations are set out below.

5.2 **Employee costs** have decreased by £292,130 and the main variations are as follows:

	£
Reduction in salary resulting from staffing changes (deleted posts, re-grades, changes to hours, vacant posts, sickness and maternity)	(341,020)
Reduction in superannuation resulting from staffing changes	(70,790)
Transfer of transport apprentice post budget to fund Recycling Officer post (budget within another Board)	(16,790)
Reduction in National Insurance resulting from staffing changes	(12,000)
Reduction in Car lump sum allowances – vacancies	(6,620)
Increase in agency staffing budgets to cover vacant posts, maternity and sickness	95,760
Lease car lump sum allowances (savings in staff car budgets)	21,480
Accountancy Assistant – Redundancy costs	15,780
Increase in recharged salaries, largely to Transport being NBBC staff time part covering deleted Transport Manager post (in the original budget this was left unallocated)	14,190
Increase in overtime budgets to cover vacant posts, maternity and sickness	3,270
Increase in employers liability insurance	2,850
<b>TOTAL</b>	<b>(293,890)</b>

5.3 **Premises** budgets have increased by £6,850 because of increases in electricity, gas and water supplies at the Council Offices and Depot.

5.4 **Supplies and Services** have increased by £117,380 and the main variations are as follows:

	£
Increase in professional services budgets to cover vacant and/or deleted posts within Waste Management, Transport and Streetscape, Landscape Management and Financial Services	60,340
Increase in vehicle repair materials	15,690
New software maintenance agreements (Capita) funded by reserves	15,300
New software maintenance agreement (Government Secure Intranet)	12,580
Transfer of budget for Mosaic software (from within Executive Board)	5,670
Movement of agency employee budget to supplies and services to cover external fraud support	5,150
Increase in postage costs reflecting increased usage	3,750
Increase in computer hardware costs	2,500
Reduction in mobile working licences	(2,680)
<b>TOTAL</b>	<b>118,300</b>

5.5 **Transport** budgets have decreased by £29,180 and the main variances are shown below:

	<b>£</b>
Reduction in lease cars arising from vacant posts, deleted posts and the winding down of the scheme	(44,770)
Diesel savings arising from efficiencies in vehicle use, however these have been reduced by overall increases in mileage	(9,530)
Reduction in the costs of staff travel	(5,460)
Cost of TomTom system (part year in 2012/2013)	23,200
Increase in tyres budget reflecting increased replacement	4,230
<b>TOTAL</b>	<b>(32,330)</b>

5.6 The movement in **earmarked reserves** has changed by £58,660, due to the following;

	<b>£</b>
The expected use of the training reserve as the agreed training plan is higher than the original budget	(26,220)
Funding used for Capita software within Revenues and Benefits	(15,270)
The use of resources to funding financial advice services	(9,000)
The use of reserves to fund Mosaic software and Customer Contact Overtime	(8,170)
<b>TOTAL</b>	<b>(58,660)</b>

5.7 The increase in **income** of £18,540 arises from the following;

	<b>£</b>
Increase in contribution from PCT and Warwickshire Police for the use of Council House accommodation	(5,790)
Increase in legal fees income	(4,570)
Contribution from NBBC towards Jadu hosting service	(3,500)
Increase in employee staff car contributions due to reductions in hours worked	(3,130)
<b>TOTAL</b>	<b>(16,990)</b>

5.8 **Departmental and central support** charges have decreased by £151,820. This is due to the effect of deleted, frozen and vacant posts; reduced staff travel costs and the reduction of some support charges.

5.9 Lastly, **capital charges** have reduced by £41,360. The major change is a reduction in staff car leasing costs.

## 6 **Comments on the 2013/14 Estimates**

6.1 The original budget to be recharged across all Boards for 2013/14 is estimated to be £12,563,920; an increase of £146,630 on the 2012/13 revised budget and a decrease of £320,830 on the 2012/13 original budget.

6.2 **Employee costs** have increased by £360,640 and the main variations are as follows:

	<b>£</b>
An increase in salaries following the reinstatement of vacant posts, the removal of savings from sickness and maternity absence, offset by some reductions from deleted posts	188,490
The impact of a provision for a 2% pay award	145,960
Increase in superannuation rate from 17.1% to 18.2%	59,500
Increase in superannuation resulting from staffing changes mentioned above	30,360
Increase in lease car lump sum allowances, reflecting further reductions in staff car scheme	21,020
Increase in recharged salaries relating to the full year effect of the part time Transport Manager shared with Nuneaton and Bedworth Borough Council	10,930
Removal of one off payment in lieu of notice	(4,270)
Reduction in National Insurance as tax thresholds increase at a higher rate than pay award	(15,350)
Reduction in agency staff as budget provision has been included for vacant posts	(80,280)
<b>TOTAL</b>	<b>356,360</b>

6.3 **Premises** budgets have decreased by £24,160 mainly due to a £28,000 reduction in the Building Maintenance Fund.

The reduction in this budget was one of the savings proposals brought forward by the Division. The remaining budget will be sufficient to cover the cost of regular planned maintenance and those inspections and repairs required by law and under our Health and Safety obligations as well as leaving some spare for ad-hoc and emergency work. It does, however, leave no room for any work which is not absolutely urgent or essential. That said, maintenance expenditure on the Council Offices makes up a significant amount of the budget and this is likely to reduce for the coming years as the overhaul of the building will be replacing many of the major systems in the building.

6.4 The reduction in **supplies and services** of £47,050 relates mainly to;

	<b>£</b>
Removal of Capita software maintenance from 2012/2013	(15,300)
Decrease in vehicle repair materials	(12,030)
Decrease in computer hardware	(6,900)
Decrease in professional services budgets	(3,700)
Reduction in postal services resulting from new postage service	(3,080)
Decrease in copier contract costs	(2,710)
Reduction in occupational health fees	(1,640)
<b>TOTAL</b>	<b>(45,360)</b>

6.5 The decrease in **transport** of £44,720 is accounted for by the following;

	<b>£</b>

Further reductions in lease car budgets	(38,280)
Reduction in staff car vehicle insurance	(5,010)
Reduction in tyres budget	(3,520)
Anticipated increase in the cost of staff travel	2,890
<b>TOTAL</b>	<b>(43,920)</b>

6.6 The use of **earmarked reserves** has changed by £50,490 as all transfers from reserves have been taken out.

6.7 The reduction in **income** of £1,260 arises from the removal of some small one off items of income and a reduction in employee staff car contributions. Against these decreases there is an increase of £2,930 in legal fee income and inflationary increases on charges to external organisations for accommodation at the Council Offices.

6.8 **Departmental and Central Support** have increased by £5,850 indicating a movement of support charges from central support budgets to service budgets

6.9 **Capital charges** have decreased by £155,680 with the major factors being a significant decrease of £85,590 within IT depreciation charges and a decrease of £32,630 in staff car leasing budgets. The remaining reduction is the effect of the IT capital charges reduction being recharged across central support budgets

## 7 **Growth Items**

7.1 A provision for growth was not included in the Council's Budget Strategy, approved in September 2012 by the Executive Board. There are no growth items relating to the services covered by this report.

## 8 **Income**

8.1 Changes in the levels of fees and charges for services under the responsibility of this Board are covered in another report on tonight's agenda. Income on fees and charges is expected to contribute to the achievement of income targets.

## 9 **Risks to Services**

9.1 The key risks to the budgetary position of the Council from services covered by this report are:

- Pay awards from 2013/14 being in excess of the budget provision made
- Further changes to the employee taxation system (National Insurance)
- Additional increases in pension contribution rates above those already included
- One off unexpected maintenance costs of Council assets such as IT equipment and council buildings
- Additional and unforeseen expenditure that might be incurred during the accommodation project
- Higher than anticipated rises in utility costs (electricity, gas and water)
- Changes in legislation that effect service delivery and/or software requirements
- Above inflation increases in vehicle fuel costs
- Increased insurance costs, especially those relating to vehicles

- Increases in inflation (current annual RPI is 3.0%)

9.2 A risk analysis of the likelihood and impact of the risks identified above are included in Appendix C.

## 10 Future Year Forecasts

10.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2013/14. The table below provides a subjective summary for those services reporting to this Board:

	<b>Forecast Budget 2014/15 £</b>	<b>Forecast Budget 2015/16 £</b>	<b>Forecast Budget 2016/17 £</b>
Employee Costs	8,271,330	8,544,730	8,776,940
Premises	506,310	518,650	530,530
Supplies and Services	884,890	912,970	918,030
Transport	673,810	567,100	575,130
Earmarked Reserves	0	0	0
<b>Gross Expenditure</b>	<b>10,336,340</b>	<b>10,543,450</b>	<b>10,800,630</b>
Income	(63,740)	(55,110)	(56,050)
<b>Net Controllable Expenditure</b>	<b>10,272,600</b>	<b>10,488,340</b>	<b>10,744,580</b>
Recharged to Other Services	(12,709,010)	(12,876,910)	(13,164,340)
Support Charges	1,875,740	1,918,030	1,954,740
Capital Charges	560,670	470,540	465,020
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>

10.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2014/15 to 2016/17, increases in contracts of 3% and general increases in supplies and services of 3% in 2015/16. In total, net expenditure is expected to increase by 1.2% in 2014/15, by 1.3% in 2015/16 and by 2.2% in 2016/17.

10.3 These forecasts are built up using current corporate and service plans. Where additional resources have already been approved, these are also included. However these forecasts will be amended to reflect any amendments to the estimates, including decisions taken on any further corporate or service targets.

## 11 Report Implications

### 11.1 Finance and Value for Money Implications

11.1.1 As detailed in the body of the report.

### 11.2 Environment and Sustainability Implications

11.2.1 Continuing the budget strategy will allow the Council to manage its expected shortfall in resources without disruption of essential services.

### 11.3 Risk Management Implications

11.3.1 There are a number of risks associated with setting a budget, as assumptions are made on levels of inflation and demand for services. To minimise the risks, decisions on these have been taken using past experience and knowledge, informed by current forecasts and trends. However, the risk will be managed through the production of regular budgetary control reports, assessing the impact of any variances and the need for any further action.

The Contact Officer for this report is Nigel Lane (719371).

### **Background Papers**

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>

**NORTH WARWICKSHIRE BOROUGH COUNCIL**  
**RESOURCES BOARD (RECHARGED TO SERVICES)**  
**SUMMARY OF GENERAL FUND REVENUE ESTIMATES**

<b>Code</b>	<b>Description</b>	<b>Actual 2011/2012 £</b>	<b>Approved Budget 2012/2013 £</b>	<b>Revised Budget 2012/2013 £</b>	<b>Original Budget 2013/2014 £</b>
Various	Chief Executive	219,630	223,770	227,640	229,580
Various	Deputy Chief Executive	4,305,378	4,421,000	4,223,590	4,382,410
Various	Assistant Chief Executive and Solicitor to the Council	1,425,949	1,412,570	1,357,200	1,404,200
Various	Assistant Chief Executive (Community Services)	1,306,416	1,292,720	1,306,030	1,318,090
3006-3039	Building Maintenance Fund	239,110	236,080	239,680	211,080
3040-3041	Council Offices	299,340	298,760	301,410	302,210
3043	Central Telephones	37,325	37,140	37,630	37,670
3045	Recruitment	17,997	25,410	21,890	22,380
3046	Printing and Stationery	71,923	70,570	70,880	69,150
3047	Training	53,140	87,550	2,520	90,310
3048	Depot and Stores	69,377	68,530	70,090	69,620
3110	Postal Services	98,642	69,200	72,860	69,980
3226	Central Services	281,734	272,050	269,040	285,000
3290	Information Services	805,041	805,200	811,210	821,730
3291	Procurement	63,247	64,170	64,450	65,900
3292	Staff Welfare	16,243	19,380	18,110	16,980
3300	Transport Management Account	674,490	661,560	697,150	691,550
	<b>Net Controllable Expenditure</b>	<b>9,984,982</b>	<b>10,065,660</b>	<b>9,791,380</b>	<b>10,087,840</b>
	<b>Recharged to Services</b>	<b>(12,740,264)</b>	<b>(12,884,750)</b>	<b>(12,417,290)</b>	<b>(12,563,920)</b>
	<b>Departmental Support</b>	<b>18,430</b>	<b>17,100</b>	<b>18,030</b>	<b>14,740</b>
	<b>Central Support</b>	<b>2,023,816</b>	<b>1,976,150</b>	<b>1,823,400</b>	<b>1,832,540</b>
	<b>Capital Charges</b>	<b>713,036</b>	<b>825,840</b>	<b>784,480</b>	<b>628,800</b>
<b>RESOURCES BOARD (RECHARGED) TOTALS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**VARIOUS - CHIEF EXECUTIVE**

This includes the Chief Executive and the Management Team Support Unit budgets.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	210,662	213,600	217,090	219,900
Supplies and Services	2,177	2,950	3,230	2,960
Transport Related Expenditure	6,791	7,220	7,320	6,720
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>219,630</b>	<b>223,770</b>	<b>227,640</b>	<b>229,580</b>
Recharged to Services	(256,002)	(261,220)	(263,400)	(265,340)
Central Support	33,070	33,520	31,950	32,450
Capital Charges	3,302	3,930	3,810	3,310
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**VARIOUS - DEPUTY CHIEF EXECUTIVE**

This includes Domestic Pollution Control, Housing and Community Support, Streetscape, Leisure and Community Development, Financial Services, Human Resources and Internal Audit.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	4,071,533	4,159,540	3,920,300	4,093,670
Supplies and Services	76,037	87,400	173,970	171,210
Transport Related Expenditure	147,729	174,060	139,980	118,540
Earmarked Reserves	10,444	-	(9,000)	-
<b>GROSS EXPENDITURE</b>	<b>4,305,743</b>	<b>4,421,000</b>	<b>4,225,250</b>	<b>4,383,420</b>
GROSS INCOME	(365)	-	(1,660)	(1,010)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>4,305,378</b>	<b>4,421,000</b>	<b>4,223,590</b>	<b>4,382,410</b>
Recharged to Services	(5,172,887)	(5,290,030)	(5,034,150)	(5,179,430)
Central Support	787,116	775,670	720,000	719,510
Capital Charges	80,393	93,360	90,560	77,510
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**VARIOUS - ASSISTANT CHIEF EXECUTIVE AND SOLICITOR TO THE COUNCIL**

This includes Policy, Democratic Services, Public Relations, Legal Services, Estate Management, Forward Planning, Heritage and Conservation, Commercial Enforcement and Licensing and Development Control.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	1,328,013	1,320,370	1,272,560	1,329,940
Supplies and Services	31,471	19,990	24,720	25,440
Transport Related Expenditure	82,775	87,600	79,880	71,850
<b>GROSS EXPENDITURE</b>	<b>1,442,259</b>	<b>1,427,960</b>	<b>1,377,160</b>	<b>1,427,230</b>
GROSS INCOME	(16,310)	(15,390)	(19,960)	(23,030)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,425,949</b>	<b>1,412,570</b>	<b>1,357,200</b>	<b>1,404,200</b>
Recharged to Services	(1,692,693)	(1,689,370)	(1,608,580)	(1,654,820)
Central Support	241,611	246,300	222,070	225,930
Capital Charges	25,133	30,500	29,310	24,690
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**VARIOUS - ASSISTANT CHIEF EXECUTIVE (COMMUNITY SERVICES)**

This includes the Revenues and Benefits and Customer Contact budgets.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	1,163,844	1,144,980	1,200,550	1,214,250
Premises Related Expenditure	240	-	-	-
Supplies and Services	139,851	109,080	98,380	85,610
Transport Related Expenditure	26,924	30,490	22,370	18,230
Miscellaneous Expenditure	8	-	-	-
Earmarked Reserves	(15,927)	8,170	(15,270)	-
<b>GROSS EXPENDITURE</b>	<b>1,314,940</b>	<b>1,292,720</b>	<b>1,306,030</b>	<b>1,318,090</b>
GROSS INCOME	(8,524)	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,306,416</b>	<b>1,292,720</b>	<b>1,306,030</b>	<b>1,318,090</b>
Recharged to Services	(1,721,801)	(1,703,800)	(1,696,380)	(1,701,560)
Departmental Support	6,430	6,310	2,640	2,640
Central Support	357,027	344,420	329,360	332,530
Capital Charges	51,928	60,350	58,350	48,300
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**3006 to 3039 - BUILDING MAINTENANCE FUND**

Many services make a contribution into the Building Maintenance Fund each year which then enables the service to draw from the fund for any repairs and maintenance work which may be required to their buildings throughout the year.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	27,120	24,090	27,690	27,080
Premises Related Expenditure	222,323	211,840	210,300	183,840
Supplies and Services	2,790	150	1,690	160
Earmarked Reserves	(13,123)	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>239,110</b>	<b>236,080</b>	<b>239,680</b>	<b>211,080</b>
Recharged to Services	(277,520)	(273,370)	(274,980)	(247,420)
Central Support	38,410	37,290	35,300	36,340
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**3040 to 3041 - COUNCIL OFFICES**

This budget covers all operational expenditure which relates to the two civic offices in Atherstone - The Council House and Old Bank House.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	47,659	57,270	56,800	56,560
Premises Related Expenditure	236,059	241,510	248,850	251,520
Supplies and Services	15,502	17,310	18,150	16,170
Earmarked Reserves	7,730	-	-	-
<b>GROSS EXPENDITURE</b>	<b>306,950</b>	<b>316,090</b>	<b>323,800</b>	<b>324,250</b>
GROSS INCOME	(7,610)	(17,330)	(22,390)	(22,040)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>299,340</b>	<b>298,760</b>	<b>301,410</b>	<b>302,210</b>
Recharged to Services	(7,610)	(17,330)	(22,390)	(22,040)
Central Support	(7,610)	(17,330)	(22,390)	(22,040)
Capital Charges	(7,610)	(17,330)	(22,390)	(22,040)
<b>NET EXPENDITURE</b>	<b>276,510</b>	<b>246,770</b>	<b>234,240</b>	<b>236,090</b>

**KEY PERFORMANCE INDICATORS**

Area of Council Offices (m2)	<b>3,855</b>	<b>3,855</b>	<b>3,855</b>	<b>3,855</b>
Expenditure per square metre	<b>£73.70</b>	<b>£68.51</b>	<b>£66.57</b>	<b>£66.96</b>

**3043 - CENTRAL TELEPHONES**

All the telephone costs and those of the fax machine are included in this cost centre.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	10,103	10,210	8,340	8,430
Supplies and Services	27,222	26,930	29,290	29,240
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>37,325</b>	<b>37,140</b>	<b>37,630</b>	<b>37,670</b>
Recharged to Services	(41,740)	(41,560)	(42,070)	(38,330)
Central Support	720	720	740	660
Capital Charges	3,695	3,700	3,700	-
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**KEY PERFORMANCE INDICATORS**

Number of phones	190	190	190	190
Expenditure per phone line	£ 219.68	£ 218.74	£ 221.42	£ 201.74

**3045 - RECRUITMENT**

Costs relating to the recruitment of staff are collected on a centrally held budget and then allocated to services.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	9,456	16,740	16,740	17,080
Supplies and Services	8,541	8,670	5,150	5,300
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>17,997</b>	<b>25,410</b>	<b>21,890</b>	<b>22,380</b>
Recharged to Services	(20,537)	(27,920)	(23,680)	(23,810)
Central Support	2,540	2,510	1,790	1,430
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**3046 - PRINTING AND STATIONERY**

This cost centre covers all the printing and stationery costs of the Council which are then allocated to individual services.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	22,649	25,260	25,280	25,850
Supplies and Services	50,261	45,970	46,080	43,950
Transport Related Expenditure	16	-	180	30
<b>GROSS EXPENDITURE</b>	<b>72,926</b>	<b>71,230</b>	<b>71,540</b>	<b>69,830</b>
GROSS INCOME	(1,003)	(660)	(660)	(680)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>71,923</b>	<b>70,570</b>	<b>70,880</b>	<b>69,150</b>
Recharged to Services	(103,310)	(101,580)	(95,280)	(93,640)
Central Support	28,452	27,820	21,280	21,610
Capital Charges	2,935	3,190	3,120	2,880
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**3047 - TRAINING**

All the training costs of the Council, both in-house and external, are contained within this cost centre and then allocated to individual services.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	21,504	84,980	26,290	87,860
Premises Related Expenditure	170	-	-	-
Supplies and Services	2,466	2,570	2,450	2,450
Earmarked Reserves	29,000	-	(26,220)	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>53,140</b>	<b>87,550</b>	<b>2,520</b>	<b>90,310</b>
Recharged to Services	(122,923)	(156,840)	(67,580)	(153,320)
Central Support	66,593	65,600	61,750	60,120
Capital Charges	3,190	3,690	3,310	2,890
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**KEY PERFORMANCE INDICATORS**

FTEs (full time equivalents)	358.10	351.71
Expenditure per FTE	£ 437.98	£ 435.92

**3048 - DEPOT AND STORES**

The costs of providing the Sheepy Road depot and stores in Atherstone are charged here and allocated to users of the service.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	5,794	5,860	6,300	6,090
Premises Related Expenditure	59,296	58,470	59,460	59,070
Supplies and Services	4,287	4,200	4,330	4,460
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>69,377</b>	<b>68,530</b>	<b>70,090</b>	<b>69,620</b>
Recharged to Services	(91,511)	(89,830)	(90,070)	(89,450)
Central Support	14,731	13,770	12,480	12,460
Capital Charges	7,403	7,530	7,500	7,370
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>KEY PERFORMANCE INDICATORS</b>				
Area of Depot and Stores (m2)	3,649	3,649	3,649	3,649
Expenditure per square metre	£ 25.08	£ 24.62	£ 24.69	£ 24.52

**3110 - POSTAL SERVICES**

Costs relating to the dispatch of post are charged to this centrally held budget before being allocated to services.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	9,840	5,450	4,730	4,810
Supplies and Services	80,065	63,850	68,130	65,170
Earmarked Reserves	8,737	-	-	-
<b>GROSS EXPENDITURE</b>	<b>98,642</b>	<b>69,300</b>	<b>72,860</b>	<b>69,980</b>
GROSS INCOME	-	(100)	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>98,642</b>	<b>69,200</b>	<b>72,860</b>	<b>69,980</b>
Recharged to Services	(134,862)	(103,830)	(104,980)	(102,650)
Central Support	35,590	34,000	31,490	32,040
Capital Charges	630	630	630	630
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**3226 - CENTRAL SERVICES**

The costs of the central administration function.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	281,655	271,000	268,430	284,370
Supplies and Services	145	1,210	660	680
Transport Related Expenditure	43	100	50	50
<b>GROSS EXPENDITURE</b>	<b>281,843</b>	<b>272,310</b>	<b>269,140</b>	<b>285,100</b>
GROSS INCOME	(109)	(260)	(100)	(100)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>281,734</b>	<b>272,050</b>	<b>269,040</b>	<b>285,000</b>
Recharged to Services	(378,508)	(367,910)	(355,490)	(371,770)
Central Support	85,707	82,940	74,120	76,760
Capital Charges	11,067	12,920	12,330	10,010
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**3290 - INFORMATION SERVICES**

This budget includes all the costs of providing an information technology service to all users within the Council, which are then allocated to services.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	482,177	484,630	477,730	497,760
Supplies and Services	305,927	290,140	306,860	298,750
Transport Related Expenditure	32,069	31,040	31,310	29,950
Earmarked Reserves	(14,500)	-	-	-
<b>GROSS EXPENDITURE</b>	<b>805,673</b>	<b>805,810</b>	<b>815,900</b>	<b>826,460</b>
GROSS INCOME	(632)	(610)	(4,690)	(4,730)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>805,041</b>	<b>805,200</b>	<b>811,210</b>	<b>821,730</b>
Recharged to Services	(1,136,542)	(1,191,830)	(1,184,130)	(1,106,680)
Central Support	83,131	81,310	67,620	65,520
Capital Charges	248,370	305,320	305,300	219,430
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**KEY PERFORMANCE INDICATORS**

Number of PCs	298	294	294	296
Expenditure per PC	£ 3,813.90	£ 4,053.84	£ 4,027.65	£ 3,738.78

**3291 - PROCUREMENT**

The costs associated with the core procurement service, involved in corporate procurement contracts such as stationery, photocopying, telephony and agency labour.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	59,209	60,450	60,430	61,990
Supplies and Services	189	180	110	110
Transport Related Expenditure	3,824	3,540	3,910	3,800
<b>GROSS EXPENDITURE</b>	<b>63,222</b>	<b>64,170</b>	<b>64,450</b>	<b>65,900</b>
GROSS INCOME	25	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>63,247</b>	<b>64,170</b>	<b>64,450</b>	<b>65,900</b>
Recharged to Services	(104,190)	(105,170)	(97,510)	(99,450)
Central Support	39,740	39,610	31,730	32,460
Capital Charges	1,203	1,390	1,330	1,090
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**3292 - STAFF WELFARE**

Budget provision for clothing, optician charges, occupational health fees and subsistence.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	2,165	2,370	2,630	3,240
Supplies and Services	13,486	15,480	14,180	12,540
Transport Related Expenditure	592	1,530	1,300	1,200
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>16,243</b>	<b>19,380</b>	<b>18,110</b>	<b>16,980</b>
Recharged to Services	(17,183)	(20,330)	(19,230)	(18,010)
Central Support	940	950	1,120	1,030
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**3300 to 3999 - TRANSPORT MANAGEMENT ACCOUNT**

The costs of providing and maintaining the Council's transport fleet.

<b>DESCRIPTION</b>	<b>ACTUALS 2011/2012</b>	<b>APPROVED BUDGET 2012/2013</b>	<b>REVISED BUDGET 2012/2013</b>	<b>ORIGINAL BUDGET 2013/2014</b>
Employee Expenditure	110,046	124,770	127,550	141,200
Premises Related Expenditure	548	660	720	740
Supplies and Services	99,465	72,470	88,550	74,680
Transport Related Expenditure	485,505	478,970	499,070	490,280
Miscellaneous Expenditure	835	-	-	-
Earmarked Reserves	42	-	-	-
<b>GROSS EXPENDITURE</b>	<b>696,441</b>	<b>676,870</b>	<b>715,890</b>	<b>706,900</b>
GROSS INCOME	(21,951)	(15,310)	(18,740)	(15,350)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>674,490</b>	<b>661,560</b>	<b>697,150</b>	<b>691,550</b>
Recharged to Services	(963,071)	(973,620)	(970,190)	(925,530)
Departmental Support	12,000	10,790	15,390	12,100
Central Support	66,808	66,200	56,620	55,150
Capital Charges	209,773	235,070	201,030	166,730
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Risk Analysis

	<b>Likelihood</b>	<b>Potential impact on Budget</b>
Pay awards from 2013/14 being in excess of the budget provision made	Low	Medium
Further changes to the employee taxation system (National Insurance)	Low	Low
Additional increases in pension contribution rates above those already included	Low	Medium
Additional unexpected maintenance costs of Council assets such as IT equipment and council buildings	Low	Medium
Additional and unforeseen expenditure that might be incurred during the carrying out of the accommodation project	Low	Low
Higher than anticipated rises in utility costs (electricity, gas and water)	Low	Low
Changes in legislation that effect service delivery and/or software requirements	Medium	Medium
Above inflation increases in vehicle fuel costs	Medium	Medium
Increased insurance costs, especially those relating to vehicles	Low	Low
Increases in inflation (current annual RPI is 3.0%)	Medium	Medium

## SAVINGS INCLUDED WITHIN 2013/14

Description	2013/14
Senior Policy Support Officer post deleted	£ 38,100
Restructuring within Streetscape Division	£ 43,010
Reductions in the staff car scheme	£ 28,170
Reduction in the Building Maintenance fund spend of 10%	£ 28,000
Accountancy Assistant post deleted	£ 24,450
Swimming development Officer post deleted	£ 14,180
Reduction in staff travel costs	£ 8,940
Commercial Enforcement and Licensing restructure - Resources Board agreed a trial of a revised structure in Environmental Health, which required only the partial replacement of an Environmental Health officer post. It is proposed to implement this arrangement permanently	£ 5,000
Replacement photocopier lease and photocopy charges at a lower cost	£ 4,560
Change the software used for mobile working to a cheaper option	£ 4,400
Reduction in Occupational Health fees	£ 3,540
Legal shared services - legal staff carry out fee earning work for other authorities within the legal shared service partnership.	£ 1,950
Reduction in various supplies and services budgets within Information Services	£ 1,600
Cancellation of corporate subscriptions within Information Services	£ 850
Non attendance at SOCITM conference	£ 600
<b>Resources Recharged Total</b>	<b>£ 207,350</b>

## Agenda Item No 12

### Resources Board

28 January 2013

Report of the  
Deputy Chief Executive

General Fund Revenue Estimates  
2013/14 - Services Remaining  
within the Board

#### 1 Summary

- 1.1 This report covers the revised budget for 2012/13 and an estimate of expenditure for 2013/14, together with forward commitments for 2014/15, 2015/16 and 2016/17.

#### Recommendation to the Board

- a To accept the revised budget for 2012/13; and
- b To accept or otherwise vary the Estimates of Expenditure for 2013/14, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 4 February 2013.

#### 2 Consultation

- 2.1 The Chairman, Vice-Chairman and Opposition Spokesperson for the Resources Board have been sent an advanced copy of this report for comment. Any comments received will be reported verbally to the Board.

#### 3 Introduction

- 3.1 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2013/14 and this, together with a revised budget for 2012/13, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service the actual figures for 2011/12 are shown.
- ...
- 3.2 At its meeting in September, the Executive Board agreed the budget strategy for 2013-2017 which required savings of £1.5 million over a four year period. This required budget savings of £532,000 in 2013/14 with additional savings of £410,000, £300,000 and £250,000 in 2014/15, 2015/16 and 2016/17 respectively. No provision for growth was built into the strategy.
- 3.3 Assistant Directors were asked to identify areas where savings could be made, either by a reduction in expenditure or through the generation of additional income. These have now been incorporated into the estimates being considered and are shown in Appendix D.
- ...
- 3.4 Board requirements have been prepared, taking into account the following assumptions:

- No increase in the level of service except where Council approval has already been given
- A 2% pay award for 2013/14 onwards
- Increases in the Council's pension contribution rate of 1% per annum up to 2015/16, at which point the rate will remain constant
- A general provision for inflation of 3% in 2013/14 although where contractual obligations require a specific price increase in line with inflation, these have been provided. A general inflationary increase of 3% has only been given in alternate years within supplies and service budgets, in order to encourage efficiencies in procurement

3.5 An increase in income has been allowed to reflect the increases included in the fees and charges report elsewhere on this agenda.

3.6 A subjective analysis of the Board's requirement is shown below:

	<b>Approved Budget 2012/13 £</b>	<b>Revised Budget 2012/13 £</b>	<b>Original Budget 2013/14 £</b>
Employee Costs	1,650,200	1,571,530	1,637,730
Premises	223,320	218,950	206,710
Supplies and Services	341,250	745,930	440,870
Transport	41,570	38,050	38,310
Transfer Payments	18,643,600	18,425,180	14,636,620
Miscellaneous Items	280,230	272,240	254,310
Earmarked Reserves	6,280	692,710	(21,390)
<b>Gross Expenditure</b>	<b>21,186,450</b>	<b>21,964,590</b>	<b>17,193,160</b>
Income	(20,216,170)	(21,113,560)	(16,362,230)
<b>Net Controllable Expenditure</b>	<b>970,280</b>	<b>851,030</b>	<b>830,930</b>
Recharged to Other Services	(103,880)	(158,080)	(147,970)
Departmental Support	956,090	922,290	930,320
Central Support	1,426,100	1,327,320	1,313,970
Capital Charges	474,680	723,840	439,910
<b>Net Expenditure</b>	<b>3,723,270</b>	<b>3,666,400</b>	<b>3,367,160</b>

#### 4 Capital Charges

4.1 The Council values all of its assets using a five year rolling programme, and this can affect the level of capital charges that are made to services and can therefore significantly affect the net service cost. Therefore, changes in net service expenditure that are as a result of increases or decreases in capital charges are shown below net operating expenditure in the following pages.

#### 5 Comments on the 2012/13 Revised Budget

5.1 The revised budget of services that remain within the Resources Board for 2012/13 is estimated to be £3,666,400; a decrease of £56,870 on the approved position. The main variations are given below.

5.2 **Employee costs** have decreased by £78,670 and the main variations are as follows:

	£
The centrally held training budget has been transferred to services during 2012/13	(56,760)
The Branching Out Bus is now included in Outreach and Access to Services, so budget provision has transferred to the Executive Board	(17,510)
An administrative assistant post for the LEADER project is vacant, reducing agency costs paid (to WCAVA)	(12,900)
Less recruitment activity has led to a reduction in the recruitment budget required	(9,400)
The late removal of a post in the 2012/13 original budget was left on the unallocated budget. The reduction has now been moved to the appropriate service budgets	8,640
Increase in recharged salaries as the proportion of staff time allocated to the LEADER project has increased	7,090
<b>TOTAL</b>	<b>(80,840)</b>

5.3 **Premises** budgets have decreased by £4,370 although within that there are a number of notable changes and these are shown below:

	£
A decrease in NDR costs at the Industrial Units as vacancy levels are lower than expected and costs for the unit used for the Carlyon Road Skate Park are now within the Community and Environment board	(9,830)
Decrease in NDR, water and sewerage expenditure in the Car Parks budget following the sale of Coleshill Car Park	(7,010)
Increase in electricity, buildings insurance and water and sewerage expenditure at Industrial Units	4,320
Additional utility costs, rents and NDR relating to the higher usage of temporary accommodation properties at 47 Grove Road, 40 Alexandra Court Atherstone and 18 Monument View Polesworth (more than offset by additional income).	3,450
Increase in Building Maintenance Fund contributions at Industrial Units	2,630
<b>TOTAL</b>	<b>(6,440)</b>

5.4 The increase in **supplies and services** of £404,680 is due to the following reasons:

	£
Increase in grants paid out through the North Warwickshire LEADER Partnership (fully funded)	369,030
Establishment of a Broadband Delivery UK budget, the funding for which was held in contingencies and will last until 2015/16	50,000
Additional Corporate Subscriptions to the West Midlands Councils for ERDF Project and West Midlands in Europe within	4,190

the Corporate & Democratic Core budget	
Reduction in Professional Fee expenditure across Revenues and Benefits budgets	(2,480)
Transfer of Branching Out Bus costs to Executive board	(5,530)
Decrease in Legal Costs and Bailiff Fees on Non Domestic Rate and Council Tax Collection following a revised arrangement with the bailiffs	(10,560)
<b>TOTAL</b>	<b>404,650</b>

5.5 The decrease in **transport** budgets of £3,520 relates mainly to the movement of the budget for the Branching Out Bus to Executive board.

5.6 Within **Transfer Payments** there is a significant decrease of £218,420 in benefits payments. This will reduce the reimbursement from central government.

	<b>£</b>
Increase in Rent Allowances paid out	45,700
Decrease in Rent Rebates paid out	(41,380)
Decrease in Council Tax Benefits paid out	(222,740)
<b>TOTAL</b>	<b>(218,420)</b>

5.7 **Miscellaneous Items** have decreased by £7,990 as the Special Responsibility Allowances due for the year are less than the approved budget.

5.8 Contributions to **earmarked reserves** have increased by £686,430 and the variations are as follows:

	<b>£</b>
One-off income from LPSA2 funding, High Street Innovator Grant, New Burdens Council Tax Reform and New Burdens Assets of Community Value are not expected to be spent in the year and will be transferred to earmarked reserves.	661,210
The budgeted use of reserves to fund Branching Out Bus has moved to Executive board	26,910
Reduction in use of reserves as a result of the decreased cost of the Housing Project Officer (Empty Homes) post	11,500
Use of earmarked reserve to fund the costs of cable and wireless GSI convergence	(11,190)
<b>TOTAL</b>	<b>688,430</b>

5.9 **Income** has increased by £897,390 and the main variations are as follows:

	<b>£</b>
LPSA2 Funding has been received towards the new housing scheme at Mancetter	(463,790)
High Street Innovator Grant transferred to earmarked reserve	(100,000)
New Burdens Grant funding has been received towards the additional costs of Council Tax Reform	(92,550)
New Burdens Grant funding towards the costs of compiling a	(4,870)

register of Assets of Community Value	
Reimbursement of all North Warwickshire LEADER Partnership expenditure (DEFRA and EU)	(361,330)
Additional Rent Allowance subsidy towards the additional payments made by the Council	(40,620)
Increase in recovery of overpayments on Rent Allowances budget	(25,100)
A rise in industrial unit rental income related to an increase in occupancy levels	(23,180)
Increase in legal fee income arising from successful fraud cases	(19,830)
Additional Borough Care income from Warwickshire County Council relating to 'Telecare' (expected to end March 2012)	(9,970)
Additional car parking penalty income	(7,330)
Additional Rental income on the homelessness budget from increased use of the hostels	(5,050)
Additional grant income for the administration of a Temporary Deferment of Business Rates (New Burdens)	(2,500)
Decrease in Council Tax Benefits subsidy, following a reduction in benefits paid	226,310
Decrease in Rent Rebates subsidy, following a reduction in benefits paid	27,530
Loss of Animal Control fee income in 12-13 only, due to adverse weather conditions for wasps nest etc	3,280
<b>TOTAL</b>	<b>(899,000)</b>

- 5.10 There is an increase in the **Recharges to Other Services** relating to an increase in the Cost of Democratic Services of £27,360 charged to the Housing Revenue Account. In addition the Housing Revenue Account has been charged with £26,270 of treasury management costs to reflect the long term debt acquired to support the buy out of the Housing Subsidy System and the increased funds available for investment
- 5.11 **Departmental and central support** charges have decreased overall by £132,580. Departmental support has decreased by £33,800, while Central Support charges have fallen by a further £98,780. This is a consequence of the overall decrease in central support budgets arising from vacant and deleted posts, restructurings, staff car changes and other reductions in many supplies and services budgets.
- 5.12 **Capital charges** have increased by £249,160, mainly relating to an increased charge on Private Sector Housing of £250,010 resulting from slippage in the 2011/12 capital programme

## 6 **Comments on the 2013/14 Estimates**

- 6.1 The estimated budget for 2013/14 is £3,367,160; a decrease of £356,110 on the 2012/13 approved budget, and a decrease of £299,240 on the revised 2012/13 budget. The main variations are given below:

6.2 **Employee costs** have increased by £66,200 and the main variations are as follows:

	£
The full training and recruitment budgets for 2013/14 are held initially within the Unallocated Central Support Services (CSS) budget. They will be transferred to service budgets later in the year, once the training plan has been agreed.	61,990
Increase in recharged salaries due to changes in salary allocations and an allowance for a 2% pay award	24,640
Increase in direct salaries as a result of 2% pay award	3,830
Reduction in costs as the temporary Housing Project Officer (empty homes) post will end in mid February 2014	(2,440)
LEADER employee costs have been reduced to reflect project cessation in Autumn 2013	(24,020)
<b>TOTAL</b>	<b>64,000</b>

6.3 **Premises** budgets have decreased by £12,240 and the main changes are as follows:

	£
Contributions to the Building Maintenance Fund from Industrial Units have reduced as part of the wider saving on the Building Maintenance Fund budget	(5,610)
A decrease in expenditure on water and sewerage at Council Offices held in the unallocated budget	(4,780)
NDR at Industrial Units has reduced reflecting the full year occupancy of several industrial units	(4,510)
Inflation on premises expenditure	4,830
<b>TOTAL</b>	<b>(10,070)</b>

6.4 **Supplies and services** have decreased by £305,060 and the main variations are as follows:

	£
Reduction in grants funded through LEADER as the project ceases in Autumn 2013	(291,280)
The removal of a one off grant payment to Beeline within Concessionary Fares	(10,000)
Some reductions in software maintenance and professional fees held temporarily in the unallocated budget	(8,480)
Decrease in expenditure on CCTV licences, as licences are now annual	(1,980)
Inflationary increase across Supplies & Services	4,470
<b>TOTAL</b>	<b>(307,270)</b>

6.5 There is a decrease in **Transfer Payments** of £3,788,560, for the reasons shown below:

	£
An expected increase in Rent Allowances paid out	389,790
An expected increase in Rent Rebates paid out	365,160
The Council Tax Benefit scheme ended in March 2013	(4,543,510)
<b>TOTAL</b>	<b>(3,788,560)</b>

6.6 The decrease in **miscellaneous expenses** relates to the removal of the budget for Discretionary Rate Relief of £23,490, partially offset by a £5,560 increase to cover the inclusion of full provision for all Members Allowances.

6.7 There has been a movement in **earmarked reserves** of £714,100 and the main variations are as follows:

	£
The reversal of one-off contributions to reserves for LPSA2, Council Tax Reform, Assets of Community Value, High Street Innovator Funds and the New Homes Bonus	(728,210)
The use of reserves for the grant payment to Beeline in concessionary fares has been reversed	10,000
A reduction in the funding of the Empty Homes Officer post within the homelessness budget.	2,440
<b>TOTAL</b>	<b>(715,770)</b>

6.8 The decrease in **income** of £4,751,330 is made up of the following:

	£
Reversal of one-off income relating to LPSA2, Council Tax Reform, Assets of Community Value and High Street Innovator Funds	661,210
Removal of Council Tax Benefits subsidy	4,610,000
A reduction in income for the LEADER Partnership as the scheme finishes mid year	300,300
Homeless Persons Grant is now shown within the Authority's overall external funding	57,500
A reduction in the recovery of overpayments	30,000
A reduction of Warwickshire County Council 'Telecare' income within Borough Care	9,230
Additional one off benefits administration grant	(16,500)
An increase in New Homes Bonus funding	(175,000)
The expected increase in Rent Rebates subsidy, to cover additional payments	(358,180)
The expected increase in Rent Allowances subsidy, to cover additional payments	(374,850)
<b>TOTAL</b>	<b>4,743,710</b>

6.9 There is a decrease in the **Recharged to Other Services** as part of the reduction in the overall external audit fee has been passed back the Housing Revenue Account.

6.10 **Departmental and central support** has reduced by £5,320. Within this there is a £8,030 increase in Departmental Support whilst Central Support has decreased by £13,350.

6.11 **Capital charges** have decreased by £283,930 and the main variation relates to the one off increase in private sector housing improvements in 2012/13 that has been removed and a further reduction of £19,100, to reflect the capital funding available.

## 7 **Growth Items**

7.1 A provision for growth was not included in the Council's Budget Strategy, approved in September 2012 by the Executive Board. A growth item of £5000 for postage relating to the Borough Elections has been included in 2014/15 and the costs of the Borough Elections of £50,000 have been included in the 2015/16 budget.

## 8 **Income**

8.1 Changes in the levels of fees and charges for services under the responsibility of this Board are covered in another report on tonight's agenda. Income on fees and charges is expected to contribute to the achievement of income targets.

## 9 **Risks to Services**

9.1 The key risks to the budgetary position of the Council from services under the control of this Board are:

- Increases in vacancies at industrial estates and shops that will impact on the level of rental income the Council receives and the amount of NDR that the Council is liable for
- A higher level of maintenance on property assets and car parks, over and above that budgeted for
- An increase in the level of Local Authority error made in processing benefit payments could lead to a loss of subsidy
- A significant increase in workload due to an increase in benefit claimants and non payment of Council Tax and/or Non Domestic Rates
- The effect of planned Government changes in how benefits services are delivered and the structure of benefit payments
- A fall in the level of recovery of Housing Benefit overpayments (greater than that expected) would impact on the level of expenditure borne by the Council
- Further reductions in benefit administration grant levels
- Contracts based on RPI (which was running at 3.0% in November 2012)
- Loss of County Council funding for Customer Contact staffing, currently £18,900 per annum in 2012/2013

9.2 A risk analysis of the likelihood and impact of the risks identified above are included in Appendix C.

...

## 10 **Future Year Forecasts**

- 10.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2013/14. The table below provides a subjective summary for those services reporting to this Board:

	<b>Approved Budget 2014/15 £</b>	<b>Revised Budget 2015/16 £</b>	<b>Original Budget 2016/17 £</b>
Employee Costs	1,612,370	1,629,850	1,668,230
Premises	215,380	225,040	234,290
Supplies and Services	374,380	430,640	335,180
Transport	39,550	40,740	41,670
Transfer Payments	15,432,960	16,272,990	17,159,130
Miscellaneous Items	258,400	263,490	268,840
Earmarked Reserves	15,450	15,450	15,450
<b>Gross Expenditure</b>	<b>17,948,490</b>	<b>18,878,200</b>	<b>19,722,790</b>
Income	(17,132,620)	(18,026,890)	(18,967,040)
<b>Net Controllable Expenditure</b>	<b>815,870</b>	<b>851,310</b>	<b>755,750</b>
Recharged to Other Services	(151,810)	(155,240)	(158,690)
Departmental Support	980,680	1,005,150	1,023,970
Central Support	1,319,180	1,342,400	1,371,120
Capital Charges	438,290	528,210	532,130
<b>Net Expenditure</b>	<b>3,402,210</b>	<b>3,571,830</b>	<b>3,524,280</b>

- 10.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2014/15 to 2016/17, increases in contracts of 3% and general increases in supplies and services of 3% in 2015/16. In total, net expenditure is expected to increase by 1.04% in 2014/15, 4.99% in 2015/16 and reduce by 1.33% in 2016/17. It should be noted that 2014/15 includes £5,000 for postage relating to the Borough Elections and included in 2015/16 is £50,000 of budget to cover the costs of the Borough Council elections. In addition there are large variations in some capital charges, however these are reversed out and do not impact on the bottom line.
- 10.3 These forecasts are built up using current corporate and service plans. Where additional resources have already been approved, these are also included. However these forecasts will be amended to reflect any amendments to the estimates, including decisions taken on any further corporate or service targets.

## 11 Report Implications

### 11.1 Finance and Value for Money Implications

11.1.1 As detailed in the body of the report.

### 11.2 Environment and Sustainability Implications

11.2.1 Continuing the budget strategy will allow the Council to manage its expected shortfall in resources without disruption of essential services.

### 11.3 Risk Management Implications

11.3.1 There are a number of risks associated with setting a budget, as assumptions are made on levels of inflation and demand for services. To minimise the risks, decisions on these have been taken using past experience and knowledge, informed by current forecasts and trends. However, the risk will be managed through the production of regular budgetary control reports, assessing the impact of any variances and the need for any further action.

The Contact Officer for this report is Nigel Lane (719371).

### Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>

**NORTH WARWICKSHIRE BOROUGH COUNCIL**  
**RESOURCES BOARD (REMAINING)**  
**SUMMARY OF GENERAL FUND REVENUE ESTIMATES**

<b>Code</b>	<b>Description</b>	<b>Actual 2011/2012 £</b>	<b>Approved Budget 2012/2013 £</b>	<b>Revised Budget 2012/2013 £</b>	<b>Original Budget 2013/2014 £</b>
3000	Cost of Democratic Services	381,813	422,200	418,340	426,200
3001	Election Expenses	46,053	5,070	4,940	5,080
3002	Registration of Electors	13,290	15,730	15,600	16,060
3003	Non Domestic Rates	(65,224)	(53,380)	(54,590)	(55,660)
3004	Council Tax Collection	(49,921)	(10,740)	(41,600)	(42,010)
3049	Investors in People	-	1,930	1,930	1,930
3050	Finance Miscellaneous	(84,483)	(141,060)	(141,060)	(383,060)
3051	Compensation and Pension Increases	141,343	144,370	147,080	150,020
3052	Assisted Car Purchase	(272)	(130)	(130)	(130)
3054	Electricity at Work	10,176	17,290	16,950	17,780
3057	Efficiencies and Value for Money	-	2,340	2,340	2,340
3059	Finance Unused Land	-	-	-	-
3060	Corporate and Democratic Core	254	28,830	33,020	33,380
3061	Unallocated Central Support Services	52,901	147,060	58,320	112,280
3065	Coleshill Shops and Flats	(67,076)	(66,380)	(65,780)	(66,360)
3066	The Arcade, Atherstone	3,156	3,010	4,630	5,480
3067	The Pavilions, Holly Lane	(67,741)	(78,580)	(80,310)	(80,660)
3068	Carlyon Road Industrial Estate	(102,852)	(98,570)	(98,690)	(99,180)
3069	Innage Park Industrial Estate	(29,905)	(21,430)	(47,080)	(58,090)
3070	Polesworth Workspace Units	(6,330)	(6,320)	(7,380)	(7,680)
3079	The Bear and Ragged Staff	(13,071)	(13,040)	(12,980)	(12,970)
3084	Homeless Persons	39,017	33,230	39,320	97,890
3089	Public Conveniences	16,219	15,920	18,390	17,930
3094	Customer Contact	15,700	19,100	19,090	19,790
3097	Rent Allowances	(23,436)	65,410	50,170	68,270
3098	Housing Benefit Administration and Rent Rebates	(38,567)	(40,520)	(48,630)	(12,820)
3099	Concessionary Fares	26,053	22,220	20,500	22,800
3100	Non Domestic Rates - Discretionary Relief	16,361	22,810	22,810	-
3101	Council Tax Benefits/ Discount Support	(80,485)	(58,350)	(42,670)	23,670
3102	Car Parks	43,706	50,210	35,870	37,360
3106	Business Improvement District	(1)	-	-	-
3111	Broadband Delivery UK	-	-	50,000	50,000
5005	Animal Control	30,086	40,040	39,400	41,280
5006	Abandoned Vehicles	935	1,700	1,990	2,050
5008	Private Sector Housing Assistance	29,322	31,560	27,170	32,230
5035	CCTV	(2,016)	690	3,780	1,240
5036	Community Support	406,377	449,140	439,210	460,750
7360	North Warwickshire LEADER Partnership	19,268	18,770	21,080	3,740
7760	Branching Out Bus	25,020	150	-	-
	<b>Net Controllable Expenditure</b>	<b>685,670</b>	<b>970,280</b>	<b>851,030</b>	<b>830,930</b>
	<b>Recharged to Services</b>	<b>(106,854)</b>	<b>(103,880)</b>	<b>(158,080)</b>	<b>(147,970)</b>
	<b>Departmental Support</b>	<b>943,592</b>	<b>956,090</b>	<b>922,290</b>	<b>930,320</b>
	<b>Central Support</b>	<b>1,416,685</b>	<b>1,426,100</b>	<b>1,327,320</b>	<b>1,313,970</b>
	<b>Capital</b>	<b>208,753</b>	<b>474,680</b>	<b>723,840</b>	<b>439,910</b>
	<b>RESOURCES BOARD (REMAINING) TOTAL</b>	<b>3,147,846</b>	<b>3,723,270</b>	<b>3,666,400</b>	<b>3,367,160</b>

**3000 - COST OF DEMOCRATIC SERVICES**

This budget represents the costs of members allowances and expenses along with officer time spent providing advice and support to councillors.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenditure	92,948	116,290	118,930	120,400
Premises Related Expenditure	659	1,130	1,130	1,160
Supplies and Services	28,935	31,500	32,990	33,990
Transport Related Expenditure	14,333	15,860	15,860	16,340
Members Allowances	244,938	257,420	249,430	254,310
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>381,813</b>	<b>422,200</b>	<b>418,340</b>	<b>426,200</b>
Recharged to Services	(33,020)	(33,680)	(61,040)	(62,870)
Central Support	309,065	298,170	281,110	284,860
Capital Charges	24,152	26,660	25,630	21,610
<b>NET EXPENDITURE</b>	<b>682,010</b>	<b>713,350</b>	<b>664,040</b>	<b>669,800</b>

Contributes to corporate priorities :

- Improving communication of information and community consultation including, where appropriate, providing the opportunity to be involved in decision making
- Protecting and improving our local environment
- Protecting and improving our countryside and heritage
- Helping to tackle health inequalities by working with the County Council and the NHS locally and be encouraging, where financially viable, leisure opportunities in local communities
- Work with the Police, Parish Councils, Town Councils, the community and other partners to tackle crime and anti-social behaviour
- Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places
- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**3001 - ELECTION EXPENSES**

The Council is responsible for the proper staging of elections at a local and national level held within its area. The costs of the various elections are reimbursed by the bodies to whom they relate. Borough Council elections take place every four years with the next being due in May 2015.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenditure	-	330	330	330
Supplies and Services	64,295	4,740	4,610	4,750
Balance Sheet Items	(6,933)	-	-	-
<b>GROSS EXPENDITURE</b>	<b>57,362</b>	<b>5,070</b>	<b>4,940</b>	<b>5,080</b>
GROSS INCOME	(11,309)	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>46,053</b>	<b>5,070</b>	<b>4,940</b>	<b>5,080</b>
Departmental Support	11,534	11,480	11,360	11,400
Central Support	6,041	5,210	4,380	4,240
Capital Charges	3,177	3,180	3,180	3,180
<b>NET EXPENDITURE</b>	<b>66,805</b>	<b>24,940</b>	<b>23,860</b>	<b>23,900</b>

Contributes to corporate priority :

- Improving communication of information and community consultation including, where appropriate, providing the opportunity to be involved in decision making

**3002 - REGISTRATION OF ELECTORS**

This budget shows the cost of maintaining an up-to-date register of electors. There is a statutory duty on the Council to ensure that all proper steps are taken to maintain a register of those persons eligible to vote at elections.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenditure	-	400	400	400
Supplies and Services	14,682	16,700	16,570	17,070
<b>GROSS EXPENDITURE</b>	<b>14,682</b>	<b>17,100</b>	<b>16,970</b>	<b>17,470</b>
GROSS INCOME	(1,392)	(1,370)	(1,370)	(1,410)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>13,290</b>	<b>15,730</b>	<b>15,600</b>	<b>16,060</b>
Departmental Support	198	270	260	280
Central Support	23,571	21,010	22,260	22,240
Capital Charges	5,650	5,650	5,650	5,650
<b>NET EXPENDITURE</b>	<b>42,709</b>	<b>42,660</b>	<b>43,770</b>	<b>44,230</b>

**Contributes to corporate priorities :**

- Providing easier access to Council services, particularly through the internet
- Improving communication of information and community consultation including, where appropriate, providing the opportunity to be involved in decision making

**KEY PERFORMANCE INDICATORS**

Number of registered electors	49,969	49,630	49,630	49,630
Cost per registered elector	£0.85	£0.86	£0.88	£0.89

**3003 - NON DOMESTIC RATES**

The Borough Council collects non-domestic rates from businesses, which until March 2013 were paid directly to the Exchequer for re-distribution. From April 2013 a localised business rate scheme will be implemented, with a proportion of the rates collected paid to the government and the County Council. The Borough will pay a tariff from its share of the rates, but then keeps the remainder. The rateable value of non-domestic property is fixed in most cases by an independent valuation officer. All non-domestic property is revalued every five years, the last valuation being in 2005.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenditure	50,951	54,790	58,170	57,600
Supplies and Services	14,818	17,240	15,150	14,770
<b>GROSS EXPENDITURE</b>	<b>65,769</b>	<b>72,030</b>	<b>73,320</b>	<b>72,370</b>
GROSS INCOME	(130,993)	(125,410)	(127,910)	(128,030)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(65,224)</b>	<b>(53,380)</b>	<b>(54,590)</b>	<b>(55,660)</b>
Departmental Support	76,938	78,670	73,530	73,870
Central Support	18,753	14,280	17,620	17,640
Capital Charges	1,226	1,660	1,660	1,230
<b>NET EXPENDITURE</b>	<b>31,693</b>	<b>41,230</b>	<b>38,220</b>	<b>37,080</b>

**Contributes to corporate priority :**

- Protecting public services for local people whilst maintaining a balanced

**KEY PERFORMANCE INDICATORS**

% of NDR Collection Rate	99.32%	98.90%	99.30%	99.30%
Number of NDR properties	2,202	2,200	2,210	2,210
Cost per NDR property	£14.39	£18.74	£17.29	£16.78

**3004 - COUNCIL TAX COLLECTION**

The Council is responsible for levying and collecting the council tax from taxpayers within its area on behalf of not only itself but also Warwickshire County Council, the police authority and parish councils. The council tax is the only major source of revenue for local authorities which is determined locally. The tax is levied on the basis of the valuation of the property.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Employee Expenditure	73,785	88,630	89,440	91,130
Supplies and Services	35,122	46,500	34,660	37,530
Miscellaneous Expenditure	100	-	-	-
<b>GROSS EXPENDITURE</b>	<b>109,007</b>	<b>135,130</b>	<b>124,100</b>	<b>128,660</b>
GROSS INCOME	(158,928)	(145,870)	(165,700)	(170,670)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(49,921)</b>	<b>(10,740)</b>	<b>(41,600)</b>	<b>(42,010)</b>
Departmental Support	180,866	182,930	178,140	180,550
Central Support	46,100	36,480	39,240	39,670
Capital Charges	2,604	3,380	3,380	2,600
<b>NET EXPENDITURE</b>	<b>179,649</b>	<b>212,050</b>	<b>179,160</b>	<b>180,810</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**KEY PERFORMANCE INDICATORS**

% of Council Tax Collection Rate	98.33%	98.40%	98.30%	98.00%
Number of households	26,975	27,000	27,000	27,000
Cost per household	£6.66	£7.85	£6.64	£6.70

**3049 - INVESTORS IN PEOPLE**

The Council is committed to the development of all its employees and has achieved the IIP award. Reassessment will not be undertaken due to the costs involved, however the Council has committed to continue using the IIP principles.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Employee Expenditure	-	1,930	1,930	1,930
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>-</b>	<b>1,930</b>	<b>1,930</b>	<b>1,930</b>
Central Support	6,393	6,430	6,420	6,400
<b>NET EXPENDITURE</b>	<b>6,393</b>	<b>8,360</b>	<b>8,350</b>	<b>8,330</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**3050 - FINANCE MISCELLANEOUS**

Some items of income and expenditure do not relate to a specific service and are recorded here.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Employee Expenditure	1,599	30	30	30
Supplies and Services	9,300	-	-	-
Miscellaneous Expenditure	(1,255)	-	-	-
Earmarked Reserves	13,967	67,000	728,210	-
<b>GROSS EXPENDITURE</b>	<b>23,611</b>	<b>67,030</b>	<b>728,240</b>	<b>30</b>
GROSS INCOME	(108,094)	(208,090)	(869,300)	(383,090)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(84,483)</b>	<b>(141,060)</b>	<b>(141,060)</b>	<b>(383,060)</b>
Central Support	460	460	430	330
<b>NET EXPENDITURE</b>	<b>(84,023)</b>	<b>(140,600)</b>	<b>(140,630)</b>	<b>(382,730)</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**3051 - COMPENSATION AND PENSION INCREASES**

Additional contributions made to Warwickshire County Council in respect of the superannuation scheme.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Employee Expenditure	141,343	144,370	147,080	150,020
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>141,343</b>	<b>144,370</b>	<b>147,080</b>	<b>150,020</b>
Recharged to Services	(29,860)	(30,460)	(31,030)	(31,650)
Central Support	870	880	930	810
<b>NET EXPENDITURE</b>	<b>112,353</b>	<b>114,790</b>	<b>116,980</b>	<b>119,180</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**3052 - ASSISTED CAR PURCHASE**

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
GROSS INCOME	(272)	(130)	(130)	(130)
<b>NET EXPENDITURE</b>	<b>(272)</b>	<b>(130)</b>	<b>(130)</b>	<b>(130)</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**3054 - ELECTRICITY AT WORK**

To carry out testing of all electrical appliances in public buildings.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Employee Expenditure	-	220	220	220
Premises Related Expenditure	10,446	17,070	16,730	17,560
Supplies and Services	(270)	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>10,176</b>	<b>17,290</b>	<b>16,950</b>	<b>17,780</b>
Departmental Support	4,176	4,270	4,360	4,340
Central Support	495	510	480	430
<b>NET EXPENDITURE</b>	<b>14,847</b>	<b>22,070</b>	<b>21,790</b>	<b>22,550</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**3057 - EFFICIENCIES AND VALUE FOR MONEY**

This budget shows the cost to the Council of evaluating the services that it provides to ensure that they are operating as efficiently, effectively and economically as possible.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Employee Expenditure	-	2,340	2,340	2,340
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>-</b>	<b>2,340</b>	<b>2,340</b>	<b>2,340</b>
Central Support	34,658	34,720	29,270	28,930
<b>NET EXPENDITURE</b>	<b>34,658</b>	<b>37,060</b>	<b>31,610</b>	<b>31,270</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**3059 - FINANCE UNUSED LAND**

Any unallocated income or expenditure related to unused land owned by the Council.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Central Support	150	150	160	160
Capital Charge	15,000	-	-	-
<b>NET EXPENDITURE</b>	<b>15,150</b>	<b>150</b>	<b>160</b>	<b>160</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**3060 - CORPORATE AND DEMOCRATIC CORE**

Corporate management primarily relates to officer time which provides the infrastructure of the Council, therefore allowing services to be provided. More specifically these include the functions of the Chief Executive, maintaining statutory registers, providing non-service specific information and dealing with government returns. Additionally it includes preparing the statement of accounts and the management of corporate resources, along with external audit fees and bank charges.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenditure	-	21,150	21,150	21,150
Supplies and Services	7,665	7,680	11,870	12,230
<b>GROSS EXPENDITURE</b>	<b>7,665</b>	<b>28,830</b>	<b>33,020</b>	<b>33,380</b>
GROSS INCOME	(7,411)	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>254</b>	<b>28,830</b>	<b>33,020</b>	<b>33,380</b>
Recharged to Services	(43,974)	(39,740)	(66,010)	(53,450)
Central Support	746,958	742,230	716,390	686,100
Capital Charges	9,654	8,940	9,960	10,160
<b>NET EXPENDITURE</b>	<b>712,892</b>	<b>740,260</b>	<b>693,360</b>	<b>676,190</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**3061 - UNALLOCATED CENTRAL SUPPORT SERVICES**

Some central support expenditure is allocated here until recharged to services, this includes training, recruitment and staff welfare. In addition central support expenditure that relates to no specific services is recharged to this budget.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenditure	52,891	146,360	71,560	133,550
Premises	-	-	-	(4,780)
Supplies and Services	20	-	-	(5,000)
Transport Related Expenditure	(10)	700	(50)	30
Balance Sheet Items	-	-	(13,190)	(11,520)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>52,901</b>	<b>147,060</b>	<b>58,320</b>	<b>112,280</b>
Central Support	51,094	93,910	34,950	61,410
Capital Charges	-	40	-	-
<b>NET EXPENDITURE</b>	<b>103,995</b>	<b>241,010</b>	<b>93,270</b>	<b>173,690</b>

**3065 - COLESHILL SHOPS AND FLATS**

This budget relates to 7 shops and 4 flats located in High Street, Coleshill. They form an integral part of a conservation and redevelopment scheme in High Street/Church Hill which was carried out some years ago.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenditure	-	80	80	80
Premises Related Expenditure	2,244	3,100	4,000	3,810
<b>GROSS EXPENDITURE</b>	<b>2,244</b>	<b>3,180</b>	<b>4,080</b>	<b>3,890</b>
GROSS INCOME	(69,320)	(69,560)	(69,860)	(70,250)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(67,076)</b>	<b>(66,380)</b>	<b>(65,780)</b>	<b>(66,360)</b>
Central Support	2,967	2,940	2,840	2,560
<b>NET EXPENDITURE</b>	<b>(64,109)</b>	<b>(63,440)</b>	<b>(62,940)</b>	<b>(63,800)</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**KEY PERFORMANCE INDICATORS**

Occupancy rate	100%	100%	100%	100%
Number of shops	7	7	7	7
Annual income per shop	-£9,903	-£9,937	-£9,980	-£10,036

**3066 - THE ARCADE, ATHERSTONE**

This budget relates to 9 shops in the Long Street shopping arcade together with 5 offices located above. The development also provides a pedestrian walkway from Long Street to the Station Street car park.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenditure	4,947	4,980	5,350	5,210
Premises Related Expenditure	18,855	19,180	22,150	21,610
Supplies and Services	2,368	2,880	2,530	2,600
<b>GROSS EXPENDITURE</b>	<b>26,170</b>	<b>27,040</b>	<b>30,030</b>	<b>29,420</b>
GROSS INCOME	(23,014)	(24,030)	(25,400)	(23,940)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>3,156</b>	<b>3,010</b>	<b>4,630</b>	<b>5,480</b>
Central Support	6,250	6,090	7,310	7,260
<b>NET EXPENDITURE</b>	<b>9,406</b>	<b>9,100</b>	<b>11,940</b>	<b>12,740</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**KEY PERFORMANCE INDICATORS**

Occupancy rate	38%	50%	73%	73%
Number of units	14	14	14	14
Annual income per unit	-£1,644	-£1,716	-£1,814	-£1,710

**3067 - THE PAVILIONS, HOLLY LANE**

These 8 industrial units were constructed by the Council to provide local employment opportunities.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Employee Expenditure	-	110	110	110
Premises Related Expenditure	10,728	5,790	4,080	3,750
Supplies and Services	310	320	320	330
<b>GROSS EXPENDITURE</b>	<b>11,038</b>	<b>6,220</b>	<b>4,510</b>	<b>4,190</b>
GROSS INCOME	(78,779)	(84,800)	(84,820)	(84,850)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(67,741)</b>	<b>(78,580)</b>	<b>(80,310)</b>	<b>(80,660)</b>
Central Support	4,659	4,550	3,750	3,480
<b>NET EXPENDITURE</b>	<b>(63,082)</b>	<b>(74,030)</b>	<b>(76,560)</b>	<b>(77,180)</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**KEY PERFORMANCE INDICATORS**

Occupancy rate	100%	100%	100%	100%
Number of units	8	8	8	8
Annual income per unit	-£9,847	-£10,600	-£10,603	-£10,606

**3068 - CARLYON ROAD INDUSTRIAL ESTATE**

This budget relates to 8 small industrial units plus a further 8 plots of industrial land which are let on a long lease.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Employee Expenditure	-	100	100	100
Premises Related Expenditure	5,098	11,400	11,280	10,790
Supplies and Services	110	110	110	110
<b>GROSS EXPENDITURE</b>	<b>5,208</b>	<b>11,610</b>	<b>11,490</b>	<b>11,000</b>
GROSS INCOME	(108,060)	(110,180)	(110,180)	(110,180)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(102,852)</b>	<b>(98,570)</b>	<b>(98,690)</b>	<b>(99,180)</b>
Central Support	4,271	4,230	4,870	4,580
Capital Charge	(45,000)	-	-	-
<b>NET EXPENDITURE</b>	<b>(143,581)</b>	<b>(94,340)</b>	<b>(93,820)</b>	<b>(94,600)</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**KEY PERFORMANCE INDICATORS**

Occupancy rate	75%	75%	75%	75%
Number of units	8	8	8	8
Annual income per unit	-£10,131	-£10,329	-£10,329	-£10,329

**3069 - INNAGE PARK, INDUSTRIAL ESTATE**

This development covers 39 small industrial units plus 2 units which are used as offices.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Employee Expenditure	-	370	370	370
Premises Related Expenditure	89,821	98,610	94,560	87,230
Supplies and Services	581	590	590	610
<b>GROSS EXPENDITURE</b>	<b>90,402</b>	<b>99,570</b>	<b>95,520</b>	<b>88,210</b>
GROSS INCOME	(120,307)	(121,000)	(142,600)	(146,300)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(29,905)</b>	<b>(21,430)</b>	<b>(47,080)</b>	<b>(58,090)</b>
Central Support	16,101	15,590	15,030	14,660
Capital Charge	101,000	101,000	101,000	101,000
<b>NET EXPENDITURE</b>	<b>87,196</b>	<b>95,160</b>	<b>68,950</b>	<b>57,570</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**KEY PERFORMANCE INDICATORS**

Occupancy rate	50%	41%	51%	51%
Number of units	39	39	39	39
Annual income per unit	-£3,085	-£3,103	-£3,656	-£3,751

**3070 - POLESWORTH WORKSPACE UNITS**

These small workspace units were built with European financial aid and form part of the Polesworth Project.

There are 8 units in all.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Premises Related Expenditure	5,248	5,350	4,290	3,990
Supplies and Services	326	230	230	230
<b>GROSS EXPENDITURE</b>	<b>5,574</b>	<b>5,580</b>	<b>4,520</b>	<b>4,220</b>
GROSS INCOME	(11,904)	(11,900)	(11,900)	(11,900)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(6,330)</b>	<b>(6,320)</b>	<b>(7,380)</b>	<b>(7,680)</b>
Central Support	2,842	2,760	2,500	2,210
<b>NET EXPENDITURE</b>	<b>(3,488)</b>	<b>(3,560)</b>	<b>(4,880)</b>	<b>(5,470)</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**KEY PERFORMANCE INDICATORS**

Occupancy rate	100%	100%	100%	100%
Number of units	8	8	8	8
Annual income per unit	-£1,488	-£1,488	-£1,488	-£1,488

**3079 - THE BEAR AND RAGGED STAFF**

A public house which is leased to a private operator and is situated adjacent to the Atherstone football stadium.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Employee Expenditure	-	10	10	10
Premises Related Expenditure	933	950	1,010	1,020
<b>GROSS EXPENDITURE</b>	<b>933</b>	<b>960</b>	<b>1,020</b>	<b>1,030</b>
GROSS INCOME	(14,004)	(14,000)	(14,000)	(14,000)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(13,071)</b>	<b>(13,040)</b>	<b>(12,980)</b>	<b>(12,970)</b>
Central Support	599	600	570	480
Capital Charge	(47,500)	-	-	-
<b>NET EXPENDITURE</b>	<b>(59,972)</b>	<b>(12,440)</b>	<b>(12,410)</b>	<b>(12,490)</b>

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and be encouraging, where financially viable, leisure opportunities in local communities

**3080 - FOOTBALL STADIUM**

Situated in Atherstone and leased to Atherstone Town Football Club Ltd for an initial period of 2 years which expired in April 2006. The lease is now annually renewable.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Central Support	350	350	-	-
<b>NET EXPENDITURE</b>	<b>350</b>	<b>350</b>	<b>-</b>	<b>-</b>

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and be encouraging, where financially viable, leisure opportunities in local communities

**3084 - HOMELESS PERSONS**

The Council has a duty to provide a service for homeless applicants. It includes an out of hours service and extends to the provision of temporary accommodation in some cases.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenditure	35,838	66,140	62,330	60,730
Premises Related Expenditure	6,514	5,100	8,550	8,820
Supplies and Services	29,513	60,160	60,160	60,310
Earmarked Reserves	59,238	(39,260)	(27,760)	(25,320)
<b>GROSS EXPENDITURE</b>	<b>131,103</b>	<b>92,140</b>	<b>103,280</b>	<b>104,540</b>
GROSS INCOME	(92,086)	(58,910)	(63,960)	(6,650)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>39,017</b>	<b>33,230</b>	<b>39,320</b>	<b>97,890</b>
Departmental Support	17,403	23,430	20,310	19,490
Central Support	6,173	6,510	4,760	4,670
Capital Charges	800	800	800	800
<b>NET EXPENDITURE</b>	<b>63,393</b>	<b>63,970</b>	<b>65,190</b>	<b>122,850</b>

Contributes to corporate priorities :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and be encouraging, where financially viable, leisure opportunities in local communities
- Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places

**3089 - PUBLIC CONVENIENCES**

The Council maintains four public conveniences situated in Atherstone, Coleshill, Polesworth and Water Orton. A decision regarding the facilities at Atherstone is yet to be made regarding its possible replacement or upgrade.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenditure	7,173	7,250	7,570	7,500
Premises Related Expenditure	8,006	7,590	9,790	9,400
Supplies and Services	1,123	1,180	1,130	1,130
<b>GROSS EXPENDITURE</b>	<b>16,302</b>	<b>16,020</b>	<b>18,490</b>	<b>18,030</b>
GROSS INCOME	(83)	(100)	(100)	(100)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>16,219</b>	<b>15,920</b>	<b>18,390</b>	<b>17,930</b>
Departmental Support	3,810	3,800	3,900	3,860
Central Support	2,543	2,500	2,560	2,530
Capital Charges	70,802	91,030	90,400	92,410
<b>NET EXPENDITURE</b>	<b>93,374</b>	<b>113,250</b>	<b>115,250</b>	<b>116,730</b>

Contributes to corporate priorities :

- Improving communication of information and community consultation including, where appropriate, providing the opportunity to be involved in decision making
- Protecting and improving our local environment

**3094 - CUSTOMER CONTACT**

To provide a single point of contact for the public for all Council services.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Employee Expenditure	26,204	37,500	37,680	38,370
Supplies and Services	631	310	310	320
Earmarked Reserves	6,900	-	-	-
<b>GROSS EXPENDITURE</b>	<b>33,735</b>	<b>37,810</b>	<b>37,990</b>	<b>38,690</b>
GROSS INCOME	(18,035)	(18,710)	(18,900)	(18,900)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>15,700</b>	<b>19,100</b>	<b>19,090</b>	<b>19,790</b>
Departmental Support	88,148	87,820	93,450	95,240
Central Support	1,197	1,270	1,350	1,430
Capital Charges	29,690	34,920	34,920	23,080
<b>NET EXPENDITURE</b>	<b>134,735</b>	<b>143,110</b>	<b>148,810</b>	<b>139,540</b>

Contributes to corporate priorities :

- Providing easier access to Council services, particularly through the internet
- Improving communication of information and community consultation including, where appropriate, providing the opportunity to be involved in decision making

**3097 - RENT ALLOWANCES**

Rent allowances are payable to tenants in accommodation other than that provided by the Borough Council. These are largely reimbursed by the Department for Work and Pensions.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Employee Expenditure	120,087	123,720	128,420	131,750
Supplies and Services	6,982	37,220	37,300	36,290
Transfer Payments	7,958,304	7,750,000	7,795,700	8,185,490
<b>GROSS EXPENDITURE</b>	<b>8,085,373</b>	<b>7,910,940</b>	<b>7,961,420</b>	<b>8,353,530</b>
GROSS INCOME	(8,108,809)	(7,845,530)	(7,911,250)	(8,285,260)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(23,436)</b>	<b>65,410</b>	<b>50,170</b>	<b>68,270</b>
Departmental Support	100,176	101,150	93,830	91,860
Central Support	9,468	9,810	9,850	9,870
<b>NET EXPENDITURE</b>	<b>86,208</b>	<b>176,370</b>	<b>153,850</b>	<b>170,000</b>

Contributes to corporate priority :

- Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places

**KEY PERFORMANCE INDICATORS**

Number of claimants	1,755	1,715	1,802	1,700
Cost of administration per claimant	£49.12	£102.84	£85.38	£100.00

**3098 - HOUSING BENEFIT ADMINISTRATION AND RENT REBATES**

This budget includes expenditure and income relating to rent rebates given to council tenants.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Employee Expenditure	65,690	63,260	68,910	67,770
Supplies and Services	3,974	4,040	4,130	3,500
Transfer Payments	5,599,469	6,127,350	6,085,970	6,451,130
<b>GROSS EXPENDITURE</b>	<b>5,669,133</b>	<b>6,194,650</b>	<b>6,159,010</b>	<b>6,522,400</b>
GROSS INCOME	(5,707,700)	(6,235,170)	(6,207,640)	(6,535,220)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(38,567)</b>	<b>(40,520)</b>	<b>(48,630)</b>	<b>(12,820)</b>
Departmental Support	67,285	72,260	67,680	67,910
Central Support	8,013	8,240	8,540	8,370
<b>NET EXPENDITURE</b>	<b>36,731</b>	<b>39,980</b>	<b>27,590</b>	<b>63,460</b>

Contributes to corporate priority :

- Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places

**KEY PERFORMANCE INDICATORS**

Number of claimants	1,671	1,675	1,672	1,675
Housing benefit per claimant	£3,351	£3,658	£3,640	£3,851
Cost of administration per claimant	£22	£24	£17	£38

**3099 - CONCESSIONARY FARES**

From April 2008 a new free national bus pass scheme was introduced allowing free travel for senior citizens. In addition the Council provides taxi vouchers to people of a pensionable age claiming a high rate disability allowance and who have no access to a car or public transport. Responsibility for most of the scheme passed to Warwickshire County Council in April 2011. This authority continued to operate a travel token and taxi voucher scheme after this date.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Employee Expenditure	-	940	940	940
Supplies and Services	26,070	32,160	30,440	22,770
Earmarked Reserves	10,000	(10,000)	(10,000)	-
<b>GROSS EXPENDITURE</b>	<b>36,070</b>	<b>23,100</b>	<b>21,380</b>	<b>23,710</b>
GROSS INCOME	(10,017)	(880)	(880)	(910)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>26,053</b>	<b>22,220</b>	<b>20,500</b>	<b>22,800</b>
Departmental Support	3,846	3,950	6,980	7,070
Central Support	838	890	2,010	1,920
<b>NET EXPENDITURE</b>	<b>30,737</b>	<b>27,060</b>	<b>29,490</b>	<b>31,790</b>

Contributes to corporate priorities :

- Providing easier access to Council services, particularly through the internet  
 - Improving communication of information and community consultation including, where appropriate, providing the opportunity to be involved in decision making

**3100 - NON DOMESTIC RATES DISCRETIONARY RELIEF**

The Council has the discretion to award rate relief to both charitable and sporting organisations. Until 2013/14, the Council contributes either 75% or 25% towards the value of any rate relief awarded. From April 2013, the Council will contribute 50% towards any new relief awarded.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Miscellaneous Expenditure	16,361	22,810	22,810	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>16,361</b>	<b>22,810</b>	<b>22,810</b>	<b>-</b>
Central Support	2,034	2,010	2,170	1,920
<b>NET EXPENDITURE</b>	<b>18,395</b>	<b>24,820</b>	<b>24,980</b>	<b>1,920</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**3101 - COUNCIL TAX BENEFITS/ DISCOUNT SUPPORT**

Local authorities were responsible for administering the council tax benefit scheme for central government. The scheme ended in March 2013, and has been replaced by Council Tax Support discounts.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenditure	191,331	199,610	211,750	212,030
Supplies and Services	13,115	14,770	14,740	12,760
Transfer Payments	4,577,695	4,766,250	4,543,510	-
<b>GROSS EXPENDITURE</b>	<b>4,782,141</b>	<b>4,980,630</b>	<b>4,770,000</b>	<b>224,790</b>
GROSS INCOME	(4,862,626)	(5,038,980)	(4,812,670)	(201,120)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(80,485)</b>	<b>(58,350)</b>	<b>(42,670)</b>	<b>23,670</b>
Departmental Support	157,449	158,560	141,680	141,970
Central Support	13,243	13,580	13,540	13,610
<b>NET EXPENDITURE</b>	<b>90,207</b>	<b>113,790</b>	<b>112,550</b>	<b>179,250</b>

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

**KEY PERFORMANCE INDICATORS**

Number of claimants	5,273	5,275	5,208	n/a
Council Tax Benefits per claimant	£868.14	£903.55	£872.41	n/a
Cost of administration per claimant	£17.11	£21.57	£21.61	n/a

**3102 - CAR PARKS**

The Council maintains car parks throughout the Borough. Parking is free on all car parks but some are subject to time restrictions.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenditure	-	1,010	1,010	1,010
Premises Related Expenditure	45,679	47,910	40,900	42,200
Supplies and Services	5,772	6,570	6,570	6,760
<b>GROSS EXPENDITURE</b>	<b>51,451</b>	<b>55,490</b>	<b>48,480</b>	<b>49,970</b>
GROSS INCOME	(7,745)	(5,280)	(12,610)	(12,610)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>43,706</b>	<b>50,210</b>	<b>35,870</b>	<b>37,360</b>
Departmental Support	8,241	8,100	11,520	14,150
Central Support	4,125	4,100	4,410	4,480
Capital Charges	1,290	1,290	1,290	1,330
<b>NET EXPENDITURE</b>	<b>57,362</b>	<b>63,700</b>	<b>53,090</b>	<b>57,320</b>

Contributes to corporate priority :

- Protecting and improving our local environment

**3106 - BUSINESS IMPROVEMENT DISTRICT**

A public-private partnership in which businesses pay an additional duty to pay for local works. Only 1 scheme is currently in operation and involves environmental issues.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Supplies and Services	92,502	-	-	-
<b>GROSS EXPENDITURE</b>	<b>92,502</b>	<b>-</b>	<b>-</b>	<b>-</b>
GROSS INCOME	(92,502)	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Central Support	1,046	1,040	1,280	-
<b>NET EXPENDITURE</b>	<b>1,046</b>	<b>1,040</b>	<b>1,280</b>	<b>-</b>

Contributes to corporate priority :

- Work with the Police, Parish Councils, Town Councils, the community and other partners to tackle crime and anti-social behaviour

**3109 - ENVIRONMENTAL SUSTAINABILITY**

Government funding for a three year period to promote environmental issues.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Departmental Support	2,277	2,270	2,240	2,260
Central Support	6,446	6,350	6,580	6,410
<b>NET EXPENDITURE</b>	<b>8,723</b>	<b>8,620</b>	<b>8,820</b>	<b>8,670</b>

Contributes to corporate priority :

- Protecting and improving our local environment

**3111 - BROADBAND DELIVERY UK**

A contribution from the Council towards a Coventry, Warwickshire and Solihull project to see high-speed broadband delivered to every part of the region.

DESCRIPTION	APPROVED		REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Supplies and Services	-	-	50,000	50,000
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>

Contributes to corporate priority :

- Providing easier access to Council services, particularly through the internet

**5005 - ANIMAL CONTROL**

Dealing with rats, mice, wasps and certain insects in domestic and non-food business premises. Also sewer baiting for rats in main sewers for Severn Trent Water.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenses	32,244	41,670	37,200	41,830
Supplies & Services	4,687	8,080	8,050	8,300
Transport Related Expenditure	6,909	5,760	6,340	6,240
<b>GROSS EXPENDITURE</b>	<b>43,840</b>	<b>55,510</b>	<b>51,590</b>	<b>56,370</b>
GROSS INCOME	(13,754)	(15,470)	(12,190)	(15,090)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>30,086</b>	<b>40,040</b>	<b>39,400</b>	<b>41,280</b>
Departmental Support	19,913	20,880	17,290	17,910
Central Support Services	18,475	18,170	18,590	18,790
Leasing Charge	2,364	2,360	2,360	2,360
<b>NET EXPENDITURE</b>	<b>70,838</b>	<b>81,450</b>	<b>77,640</b>	<b>80,340</b>

Contributes to corporate priority :

- Protecting and improving our local environment

**5006 - ABANDONED VEHICLES**

Service provided to deal with abandoned vehicles within the Borough.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Employee Expenditure	-	280	280	280
Supplies & Services	1,085	1,570	1,860	1,920
<b>GROSS EXPENDITURE</b>	<b>1,085</b>	<b>1,850</b>	<b>2,140</b>	<b>2,200</b>
GROSS INCOME	(150)	(150)	(150)	(150)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>935</b>	<b>1,700</b>	<b>1,990</b>	<b>2,050</b>
Departmental Support	6,245	6,100	5,980	6,020
Central Support Services	1,499	1,490	1,780	1,690
<b>NET EXPENDITURE</b>	<b>8,679</b>	<b>9,290</b>	<b>9,750</b>	<b>9,760</b>

Contributes to corporate priority :

- Protecting and improving our local environment

**5008 - PRIVATE SECTOR HOUSING ASSISTANCE**

The Council awards minor grants targeted at the elderly and those in need to prevent further more serious and costly deterioration of unfit privately owned properties in the Borough and for Disabled Facilities Grants. The government funds 60% of disabled facilities grants up to a limit, with the Council having to contribute the full 100% towards other private sector grants, including Home Energy Grants to tackle fuel poverty.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2011/2012	2012/2013	2012/2013	2013/2014
Employee Expenditure	28,793	30,680	26,570	31,610
Supplies and Services	529	880	600	620
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>29,322</b>	<b>31,560</b>	<b>27,170</b>	<b>32,230</b>
Departmental Support	39,513	37,870	43,990	43,800
Central Support	4,865	4,950	7,340	7,450
Capital Charges	(23,771)	138,600	388,610	119,500
<b>NET EXPENDITURE</b>	<b>49,929</b>	<b>212,980</b>	<b>467,110</b>	<b>202,980</b>

Contributes to corporate priority :

- Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places

**5035 - CCTV**

The provision of a Closed Circuit Television scheme in Atherstone, in conjunction with the Town Council and Warwickshire Police Force.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenditure	-	2,830	2,830	2,830
Supplies and Services	14,486	14,970	17,430	15,850
Earmarked Reserves	15,450	15,450	15,450	15,450
<b>GROSS EXPENDITURE</b>	<b>29,936</b>	<b>33,250</b>	<b>35,710</b>	<b>34,130</b>
GROSS INCOME	(31,952)	(32,560)	(31,930)	(32,890)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(2,016)</b>	<b>690</b>	<b>3,780</b>	<b>1,240</b>
Departmental Support	91,044	90,570	92,260	94,670
Central Support	550	550	1,280	1,210
Capital Charges	18,248	18,250	18,250	18,250
<b>NET EXPENDITURE</b>	<b>107,826</b>	<b>110,060</b>	<b>115,570</b>	<b>115,370</b>

Contributes to corporate priority :

- Work with the Police, Parish Councils, Town Councils, the community and other partners to tackle crime and anti-social behaviour

**5036 - COMMUNITY SUPPORT**

A 7 day, 24 hour emergency alarm and mobile warden service available to all residents aged 62 or over within the Borough. The scheme also provides some support for neighbouring authorities.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenditure	406,582	434,420	433,360	445,040
Premises Related Expenditure	186	140	140	150
Supplies and Services	16,011	25,320	24,550	25,290
Transport Related Expenditure	13,279	15,230	15,820	15,700
Earmarked Reserves	7,277	-	-	-
<b>GROSS EXPENDITURE</b>	<b>443,335</b>	<b>475,110</b>	<b>473,870</b>	<b>486,180</b>
GROSS INCOME	(36,958)	(25,970)	(34,660)	(25,430)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>406,377</b>	<b>449,140</b>	<b>439,210</b>	<b>460,750</b>
Departmental Support	64,530	61,710	53,530	53,670
Central Support	3,930	3,910	5,010	5,100
Capital Charges	31,463	28,770	36,750	36,750
<b>NET EXPENDITURE</b>	<b>506,300</b>	<b>543,530</b>	<b>534,500</b>	<b>556,270</b>

Contributes to corporate priorities :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and be encouraging, where financially viable, leisure opportunities in local communities

- Work with the Police, Parish Councils, Town Councils, the community and other partners to tackle crime and anti-social behaviour

**KEY PERFORMANCE INDICATORS**

Number of Connections	5,300	5,300	5,300	5,300
Cost per Connection	£95.53	£102.55	£100.85	£104.96

**7360 - NORTH WARWICKSHIRE LEADER PARTNERSHIP (externally funded)**

Funds of approximately £ 1.1m have been secured from the EU to allow a number of projects to take place over the period 2009/10 to 2012/13. Preliminary works took place in 2008/09 to identify where these funds should best be directed. The Council acts as the accountable body for this scheme and the budget represents staffing costs associated with this.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenditure	41,310	40,890	35,080	11,060
Premises Related Expenditure	991	-	340	-
Supplies and Services	61,007	-	369,030	75,830
Transport Related Expenditure	359	-	80	-
<b>GROSS EXPENDITURE</b>	<b>103,667</b>	<b>40,890</b>	<b>404,530</b>	<b>86,890</b>
GROSS INCOME	(84,399)	(22,120)	(383,450)	(83,150)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>19,268</b>	<b>18,770</b>	<b>21,080</b>	<b>3,740</b>
Central Support	43,420	43,230	45,760	36,070
<b>NET EXPENDITURE</b>	<b>62,688</b>	<b>62,000</b>	<b>66,840</b>	<b>39,810</b>

**7760 - BRANCHING OUT BUS (externally funded)**

External funding has been secured to continue to operate a mobile information point within the Borough. This takes the form of a mobile home that tours the Borough offering information to citizens about service availability and benefit issues as well as providing more general information as and when requested. This external funding is set to continue until at least the end of March 2013. The service is now included within the Outreach and Access to Services budget, shown within Executive Board.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2011/2012	BUDGET 2012/2013	BUDGET 2012/2013	BUDGET 2013/2014
Employee Expenses	16,853	17,510	-	-
Supplies and Services	11,641	5,530	-	-
Transport Related Expenditure	4,508	4,020	-	-
Earmarked Reserves	(7,982)	(26,910)	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>25,020</b>	<b>150</b>	<b>-</b>	<b>-</b>
Central Support	6,172	5,950	-	-
Capital Charges	7,904	8,150	-	-
<b>NET EXPENDITURE</b>	<b>39,096</b>	<b>14,250</b>	<b>-</b>	<b>-</b>

### Risk Analysis

	<b>Likelihood</b>	<b>Potential impact on Budget</b>
Increases in vacancies at industrial estates	Medium	Medium
Higher level of maintenance of Council assets	Medium	Low
An increase in the level of error made in processing of benefits	Low	Medium
An increase in workload arising from an increase in benefit claimants and non payment of Council Tax and/or Non Domestic Rates	Medium	Medium
The effect of planned changes in how benefit services are delivered and in the structure of benefit payments	High	Medium
A fall in the level of recovery of overpayments	Low	Medium
Further reductions in benefits administration grant	Low	Medium
RPI continuing at high levels and affecting contracts based on this measure	Low	Low
Loss of County Council funding for Customer Contact staffing	Low	Low

## Savings included within 2013/14

Description	2013/14 £
Use of New Homes Bonus Scheme grant	£50,000
Reduction in External Audit Fees	£49,200
Additional Recharge to the HRA for Cost of Democratic Service	£27,360
Additional income at Innage Park industrial estate	£25,300
Increase in Council Tax collection court fees	£24,800
Additional recharge to the HRA for treasury management	£13,710
Reduction in NDR costs at Innage Park industrial estate as occupancy increases	£11,750
Decrease in Court Costs and Bailiff costs on Council Tax Collection	£8,000
Increase in Car Parking Penalty Income	£7,330
Cost of Democratic Service - reduction in the special responsibility allowances budget	£6,810
Reduction in NDR and Water & Sewerage following sale of Coleshill Car Park	£5,710
Reduced Bailiff Fees and an increase in the level of court costs charged to Non Domestic Ratepayers who pay late	£1,940
<b>Resources Remaining Total</b>	<b>£231,910</b>

## Agenda Item No 15

### Resources Board

28 January 2013

**Report of the Assistant Director  
(Finance and Human Resources)**

**Capital Programme 2013/14 to  
2015/16**

#### 1 **Summary**

- 1.1 This report identifies proposals for schemes to be included within the Council's capital programme over the next three years.

#### **Recommendation to the Board**

- a That the Board supports the schemes shown in Appendix A, previously approved within the Council's three-year capital programme;**
- b That the Board supports the inclusion of the new schemes shown within Appendix B, within the Council's provisional three year programme; and**
- c That the Board notes the schemes which will not be included within the capital programme.**

#### 2 **Consultation**

- 2.1 Councillors Butcher, Moore and Smith have been sent an advanced copy of this report for comment. Any comments received will be reported verbally at the meeting

#### 3 **Introduction**

- 3.1 The Council has a shortfall of capital resources when compared against potential capital schemes. As a result, schemes considered to be non essential were not included in the three year capital programme for 2012/13 – 2014/15 approved last February. Although expected resources have improved through areas such as additional grant allocations and expected Right to Buy property sales there is still a shortfall, so the same approach will be required for setting the capital programme for 2013/14 – 2015/16.

#### 4 **Updating the Capital Programme**

- 4.1 A number of schemes relating to this Board were included in the approved capital programme and these are detailed in Appendix A.

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4.2 At the Resources Board meeting held on 3 September 2012, members approved the affordable housing developments in Atherstone. Details of this programme are shown in Appendix A under the heading HRA New Build.

4.3 At its meeting on 23 April 2012 Executive Board approved the use of reserves to fund a mobile CCTV project in conjunction with Warwickshire Police. Details of the scheme, including the costs are shown in Appendix A, under the General Fund Category.

4.4 Included within the 2012/13 capital programme is £70,000 for external improvements for the Piccadilly estate. After carrying out an options appraisal and through consultation with tenants and Councillors, the proposed works required includes the installation of fencing and hard standing car parking areas. In carrying out this work not only will the appearance of the estate be improved, the properties within the area will become more attractive to potential tenants. The project will address long standing issues left over following the improvement programme undertaken to modernise the properties. The total cost of this scheme is £250,000. Appendix B includes the difference between the existing budget and the total cost of the work.

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4.5 The current Customer Relationship Management (CRM) contract is up for renewal in 2013/14 and will need an upgrade in order to continue support the work of the contact centre. This scheme is not included in the previously approved 3 year capital programme and therefore will need to be included if the scheme is to go ahead. Details of the scheme, including the estimated cost is shown in Appendix B.

4.6 The remaining schemes relating to this Board which are considered non essential and have been excluded from the proposed programme are shown in Appendix C.

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## **5 Report Implications**

### **5.1 Finance and Value for Money Implications**

5.1.1 In terms of the overall capital programme, the bids for schemes included in Appendices A and B of this report will be collated into an overall programme which will be submitted to the Executive Board for final approval in February.

5.1.2 Due to the surplus of schemes to the capital resources available, Members of this Board should be aware that if schemes not currently approved are to be moved into the recommended capital programme, they may only do so if another approved scheme is reduced or deleted, or additional resources are obtained.

### **5.2 Environment and Sustainability Implications**

5.2.1 Capital investment is required if the Council is to maintain and enhance both its assets and the quality and consistency of its services to the community.

### 5.3 Risk Management Implications

5.3.1 The risks associated with the failure to undertake the proposed schemes are taken into account in assessing whether the schemes are essential or non essential.

### 5.4 Equality Implications

5.4.1 Public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Under the general duties public authorities, in the exercise of their functions, to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations within the protected characteristics. In the case of the capital programme the Council is required to ensure that as far as it is reasonably practicable, it has taken appropriate steps to ensure compliance with the provisions of the DDA. Failure to do so could result in limiting access to services provided from our buildings and facilities by disabled people and the potential for legal challenges being taken against the Council.

### 5.5 Links to Council's Priorities

5.5.1 The capital projects proposed for inclusion will contribute to providing easier access to Council services, particularly through the internet and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places.

The Contact Officer for this report is Jon Illingworth (719374).

### Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

**SCHEMES CURRENTLY IN THE APPROVED CAPITAL PROGRAMME**

Name of the Scheme	Basic Details of the Scheme	2013/14 Year 1	2014/15 Year 2	2015/16 Year 3	3 Year Total
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**1) Housing Revenue Account (HRA)**

External works	To carry out various works as required on a year by year basis to the external areas of Council housing estates.	42,150	43,370	38,010	123,530
Staffing	Housing Staffing.	159,590	165,750	170,190	495,530
Kitchens and Bathrooms	Replacements that are scheduled and those were previously declined.	589,680	684,720	1,788,750	3,063,150
Heating	To replace heating systems to properties.	336,650	90,500	215,370	642,520
Electrics	Electrical upgrade to 17th edition including boards and rewiring (failures from testing).	93,590	98,270	103,170	295,030
Chimney stacks	A programme of chimney stacks improvements.	27,850	29,100	30,410	87,360
Loft insulation	To top up loft insulation to top 350mm and target low SAP properties (current recommendation)	54,600	-	-	54,600
Wall insulation	Provide external wall insulation to solid wall properties houses targeting low SAP properties.	414,960	607,120	453,150	1,475,230
Asbestos	Tackle higher risk asbestos removal works derived from the Asbestos Management Plan.	108,210	114,120	119,250	341,580
DFG adaptations	Carry out adaptations to council houses where the tenant has a disability.	191,100	199,710	208,690	599,500
Garage Roofs	To carry out improvements to garage roofs.	24,020	25,110	-	49,130
Structural repairs	Structural repairs.	16,380	17,120	-	33,500
Maintenance of unadopted areas	Resurface unadopted roads, pathways and car parks.	21,840	22,820	-	44,660
Roofing	Replace pitched roofs that are 60-80 yrs old.	188,700	382,070	-	570,770
Fencing	Replace fences to properties.	65,520	68,470	37,090	171,080
Energy saving light switches to blocks communal staircases	Introduce energy saving light switches to communal staircases of flats.	-	30,360	-	30,360
Unallocated	Funding for variations to the planned capital works	194,110	350,150	195,580	739,840
Replacement of DLO Vehicles	Replacement as per the vehicle replacement schedule.	-	45,000	262,000	307,000
Replacement of housing Vehicles	Replacement as per the vehicle replacement schedule.	-	-	11,000	11,000
Replacement of neighbourhood warden vehicles	Replacement as per the vehicle replacement schedule.	-	28,470	36,500	64,970
<b>HRA Total</b>		<b>2,528,950</b>	<b>3,002,230</b>	<b>3,669,160</b>	<b>9,200,340</b>

Name of the Scheme	Basic Details of the Scheme	2013/14 Year 1	2014/15 Year 2	2015/16 Year 3	3 Year Total
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## 2) HRA: New Build

New Build	Redevelopment of St Georges Rd, Princess Rd and Lister Rd.	1,026,760	1,026,760	-	2,053,520
<b>HRA: New Build Total</b>		<b>1,026,760</b>	<b>1,026,760</b>	<b>-</b>	<b>2,053,520</b>

## 3) General Fund (GF)

Computer hardware & software purchase & replacement	To continue to provide PC's that meet the requirements of the increasingly complex software that is used to deliver Council services and back office functions. From 2015/16 this budget includes the renewal of the Microsoft Software licenses.	30,000	30,000	40,000	100,000
Warwickshire Direct Partnership	To continue the development of the shared CRM/One Stop Shop technology with other Warwickshire councils with one central project manager.	10,710	11,080	11,470	33,260
ICT Infrastructure Development	To further develop the network and hardware structures to ensure that the Councils aspirations of home and mobile working and self service delivery are possible	20,000	20,000	20,000	60,000
Solaris (Academy) Server Replacement	Server will be 10 years old in 2015 and at its end of life for running Academy and will need to be replaced	-	-	25,000	25,000
Operating System Upgrade	The operating programmes used by some systems are becoming old and in need of replacement	-	15,000	30,000	45,000
Decent Homes/Fuel Poverty (Private Sector)	There is an increasing number of vulnerable households in non-decent homes. Assistance with minor repairs targeted to the elderly or needy to prevent further more serious and or costly deterioration and associated health effects. The scheme also contributes towards Home Energy Conservation Act targets and avoid failing PSA7 targets.	57,500	57,500	57,500	172,500
Disabled Facilities Grants-Private Sector	Adaptations to the homes of the disabled as required by the law. Reducing waiting lists seeks to avoid bed locking and other less satisfactory home care services and improves the quality of the lives of the disabled person and their families.	300,000	300,000	300,000	900,000
Borough Care Lifelines	There has been a programme of replacement of lifelines over the last few years but these have an expected lifespan of approximately 10 years. This budget is to provide new lifelines and replace units that are beyond repair and/or are obsolete. This includes the very old units that may not be compatible to our normal telephone lines if BT upgrade the exchange.	18,000	18,000	18,000	54,000

Name of the Scheme	Basic Details of the Scheme	2013/14 Year 1	2014/15 Year 2	2015/16 Year 3	3 Year Total
Electrical Installations at other Council Owned Buildings	To carry out electrical improvements to all council owned property following on from routine electrical testing to ensure compliance with legislation.	15,000	15,000	15,000	45,000
Bear and Ragged Staff	To replace the roof covering the building.	120,000	-	-	120,000
Innage Park Phase I - replace asbestos cladding	The asbestos has been identified and is manageable on a day to day basis however, it may require replacement.	-	200,000	-	200,000
The Pavilions - Cladding/roof works	Replacement of the roof cladding.	-	175,000	-	175,000
Refurbishment of Council House	The current electrical provision at the Council offices is in need of full replacement. The boiler and heating system have also exceeded their economic life and so it is efficient to carry out the works together to minimise disturbance and costs.	905,180	-	303,190	1,208,370
Electrical upgrade at Old Bank House (OBH)	The electrical system at OBH is almost 30 years old and will be in need of updating to comply with current legislation.	-	-	150,000	150,000
Replacement of pool vehicles	Replacement as per the vehicle replacement schedule.	-	10,000	-	10,000
Replacement of refuse vehicles	Replacement as per the vehicle replacement schedule.	399,840	883,950	150,420	1,434,210
Replacement of cesspool vehicles	Replacement as per the vehicle replacement schedule.	-	74,000	-	74,000
Replacement of rodent control vehicles	Replacement as per the vehicle replacement schedule.	-	-	20,000	20,000
Replacement of Street Cleaning Vehicles	Replacement as per the vehicle replacement schedule.	-	15,000	-	15,000
Replacement of horticulture vehicles	Replacement as per the vehicle replacement schedule.	16,000	29,680	82,460	128,140
Replacement of general works vehicles	Replacement as per the vehicle replacement schedule.	-	-	15,330	15,330
Replacement of warden call scheme	Replacement as per the vehicle replacement schedule.	-	59,010	-	59,010
Lower House Farm	Contribution to the construction costs of new refuse base.	150,000	-	-	150,000
Capital Salaries - Management	General Fund staffing	18,760	13,310	7,380	39,450
Mobile CCTV	The introduction of mobile CCTV cameras in the Borough.	21,950	11,310	-	33,260
<b>GF Total</b>		<b>2,060,990</b>	<b>1,926,530</b>	<b>1,245,750</b>	<b>5,233,270</b>

<b>TOTAL APPROVED</b>	<b>5,616,700</b>	<b>5,955,520</b>	<b>4,914,910</b>	<b>16,487,130</b>
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**SCHEMES FOR INCLUSION IN THE CAPITAL PROGRAMME**

Name of the Scheme	Basic Details of the Scheme	2013/14 Year 1	2014/15 Year 2	2015/16 Year 3	3 Year Total
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**1) HOUSING REVENUE ACCOUNT (HRA)**

Piccadilly External Works	The installation of fencing and hard standing parking areas to the Piccadilly estate.	180,000	0	0	180,000
<b>Total of HRA bids for inclusion</b>		<b>180,000</b>	<b>0</b>	<b>0</b>	<b>180,000</b>

**2) GENERAL FUND (GF)**

Customer Relationship Management (CRM) renewal	The current Contact Centre CRM system is provided under a 5 year contract. At the end of which we will need to have upgraded/refreshed or replaced the system to support the work of the Contact Centre.	40,000	0	0	40,000
<b>Total GF bids for inclusion</b>		<b>40,000</b>	<b>0</b>	<b>0</b>	<b>40,000</b>

**SUMMARY**

HRA Bids for Inclusion		180,000	0	0	180,000
GF Bids for Inclusion		40,000	0	0	40,000
<b>Total Bids for Inclusion</b>		<b>220,000</b>	<b>0</b>	<b>0</b>	<b>220,000</b>

**SCHEMES NOT INCLUDED IN THE DRAFT CAPITAL PROGRAMME**

AD	Board	Monitoring Officer	Name of the Scheme	Basic Details of the Scheme	2013/14 Year 1	2014/15 Year 2	2015/16 Year 3	Grand Total	Essential?
Linda Bird	Resources	Linda Bird	Geographical Information System (GIS)	Upgrade to the GIS capacity of the Council	-	10,000		<b>10,000</b>	Non Essential
Linda Bird	Resources	Linda Bird	Replacement Financial Management System (FMS)	The current financial system (TASK/TOTAL) will be over 10 years old and it is Council practice to review and assess system to ensure they still meets user needs			70,000	<b>70,000</b>	Non Essential
Linda Bird	Resources	Linda Bird	Replacement Revenues and Benefits	The Academy system is likely to need reviewing and potentially a major upgrade. However, this will be very dependant on the outcome of the proposed changes to benefits.			70,000	<b>70,000</b>	Non Essential
Linda Bird	Resources	Linda Bird	Replacement Housing/Rents	The current system (IBS) will be more than 10 years old and it is Council practice to review and assess system to ensure they still meets user needs	-	-		-	Non Essential
Linda Bird	Resources	Linda Bird	Electronic Document & Record Management System (EDRMS) - Development & Corporate roll-out	To replace the hardware that the EDRMS runs on and to update licences	-	15,000		<b>15,000</b>	Non Essential
Linda Bird	Resources	Linda Bird	Web Development (Internet, Intranet & Extranets)	To replace the hardware that the web system operates on	-	10,000		<b>10,000</b>	Non essential
Richard Dobbs	Resources	Chris Jones	Bear and Ragged Staff - Resurface Car Park	The car park at the facility is looking shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	10,000			<b>10,000</b>	Non Essential
Richard Dobbs	Resources	Chris Jones	Carlyon Rd - resurface car park	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	250,000			<b>250,000</b>	Non Essential
Richard Dobbs	Resources	Chris Jones	The Depot-Refurbishment	This is a basic refurbishment of the office areas.	-	500,000		<b>500,000</b>	Non Essential
Richard Dobbs	Resources	Chris Jones	The Depot-Replace asbestos cladding and roofing	Although the asbestos has been identified and is manageable on a day to day basis, it may soon reach the point where it erodes or becomes damaged and it's replacement will be costly	-	250,000		<b>250,000</b>	Non Essential

AD	Board	Monitoring Officer	Name of the Scheme	Basic Details of the Scheme	2013/14 Year 1	2014/15 Year 2	2015/16 Year 3	Grand Total	Essential?
Richard Dobbs	Resources	Chris Jones	The Depot - Car Park	The streetscape in the area of the depot will start to look shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	-	100,000		<b>100,000</b>	Non Essential
Richard Dobbs	Resources	Chris Jones	Innage Park Phase 1-resurface forecourt	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	80,000			<b>80,000</b>	Non Essential
Richard Dobbs	Resources	Chris Jones	Innage Park - Phase 1 - Internal Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are ageing and will struggle to be let if some improvements are not made.	750,000			<b>750,000</b>	Non Essential
Richard Dobbs	Resources	Chris Jones	Innage Park Phase 2-resurface forecourt	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	40,000			<b>40,000</b>	Non Essential
Richard Dobbs	Resources	Chris Jones	Innage Park Phase 2 - replace roof cladding	The roof cladding will erode to the point that there is water ingress which will have a detrimental effect on the tenants occupancy in the units and may result in either unbudgeted repairs or put rental income at risk	400,000			<b>400,000</b>	Non Essential
Richard Dobbs	Resources	Chris Jones	Innage Park Phase 2 - Improvements & Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are ageing and will struggle to be let if some improvements are not made.	120,000			<b>120,000</b>	Non Essential
Richard Dobbs	Resources	Chris Jones	The Pavilions - Internal Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are ageing and will struggle to be let if some improvements are not made.		35,000		<b>35,000</b>	Non Essential
Richard Dobbs	Resources	Chris Jones	Polesworth Workspace Units - Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are ageing and will struggle to be let if some improvements are not made.	-			-	Non Essential
Richard Dobbs	Resources	Chris Jones	Polesworth Workspace Units - Replace Hard Standing areas	The streetscape in the area of the units will start to look shabby and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	-			-	Non Essential

AD	Board	Monitoring Officer	Name of the Scheme	Basic Details of the Scheme	2013/14 Year 1	2014/15 Year 2	2015/16 Year 3	Grand Total	Essential?
Richard Dobbs	Resources	Richard Dobbs	Car Parking Meters	To provide car parking meters at all of the councils car parks, initially to assist in parking enforcement but then providing the potential to introduce parking fees if required. The programme will start at Atherstone and Water Orton where there are train stations to regulate the correct use of car parking spaces. This will then be rolled out to Polesworth and Coleshill.	-			-	Non Essential
Richard Dobbs	Resources	Richard Dobbs	Surface Marking and Signage to Public Car Parks	Replace car park signage at all council car parks as these have passed their useful lives and re-mark the parking bays in each of the council car parks. This will be even more important if the car parking meters are introduced.	20,000			20,000	Non Essential
Richard Dobbs	Resources	Richard Dobbs	Structural Maintenance Programme of Car parks & Unadopted Roads	A detailed analysis of the councils car parks and unadopted roads has been carried out and has identified that the thickness of many of the surfaces is below the required levels.	190,000	190,000	190,000	570,000	Non Essential
<b>TOTAL</b>					<b>1,860,000</b>	<b>1,110,000</b>	<b>330,000</b>	<b>3,300,000</b>	

## **Agenda Item No 16**

### **Resources Board**

**28 January 2013**

**Report of the  
Assistant Director (Finance and HR)**

**Treasury Management Update  
Quarter 3 2012/13**

#### **1 Summary**

- 1.1 This report shows the Treasury Management activity during the first nine months of 2012/13.

#### **Recommendation to the Board**

**That the Treasury Management Report for the first nine months of 2012/13 be noted.**

#### **2 Introduction**

- 2.1 The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing adequate liquidity initially before maximising investment return.
- 2.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 2.3 CIPFA issued a revised Code of Practice for Treasury Management in November 2011. The revised Code suggests that Members should be informed of Treasury Management activities at least twice a year, but preferably quarterly. This report therefore ensures that the Council is following Best Practice in accordance with the Code.

#### **3 Economic Forecast**

- 3.1 There is an expectation that the low growth in the UK will continue, with Bank Rate unlikely to rise in the next 24 months, and a possible further extension of quantitative easing. This will keep investment returns depressed. The expected longer run trend for PWLB borrowing rates is for them eventually to rise.

- 3.2 The first increase in bank rate is not expected until March 2015. Forecasts have been based on an assumption that growth starts to recover in the next three years. However if the Eurozone debt crisis worsens, or low growth in the UK continues longer than anticipated, then Bank Rate is likely to be depressed for even longer than in this forecast.
- 3.3 The Council's Treasury Advisor, Sector, has undertaken a review of its interest rate forecast which is shown below:

	<b>Bank Rate Forecast</b>	<b>5 Year PWLB</b>	<b>10 Year PWLB</b>	<b>25 Year PWLB</b>	<b>50 Year PWLB</b>
March 2013	0.5%	1.5%	2.5%	3.8%	4%
June 2013	0.5%	1.5%	2.5%	3.8%	4%
Sept 2013	0.5%	1.6%	2.6%	3.8%	4%
Dec 2013	0.5%	1.6%	2.6%	3.8%	4%
March 2014	0.5%	1.7%	2.7%	3.9%	4.1%
June 2014	0.5%	1.7%	2.7%	3.9%	4.1%
Sept 2014	0.5%	1.8%	2.8%	4%	4.2%
Dec 2014	0.5%	2%	3%	4.1%	4.3%
March 2015	0.75%	2.2%	3.2%	4.3%	4.5%

## 4 Treasury Management Strategy Statement

### 4.1 Review of Annual Investment Strategy

4.1.1 The Treasury Management Strategy Statement (TMSS) for 2012/13 was approved by Resources Board on 30 January 2012 and by Council on 22 February 2012. The Council's Annual Investment Strategy, which is incorporated in the TMSS, outlines the Council's investment priorities as follows:

- Security of Capital
- Liquidity
- Yield

4.1.2 The Council will also aim to achieve the optimum return on investments commensurate with the proper levels of security and liquidity. In the current economic climate it is considered appropriate generally to keep investments short term, and only invest with highly rated financial institutions, including sovereign credit rating and Credit Default Swap (CDS) overlay information provided by Sector. However a different approach is appropriate with UK semi-nationalised institutions, such as Lloyds, which is currently significantly UK government owned. The Annual Investment Strategy has been amended to reflect a revised approach, following reports to this Board in June and September.

4.1.3 Investment rates in the market have continued at historically low levels, and have fallen during the quarter as a result of a number of UK and Overseas factors. Key factors include the UK Funding for Lending Scheme and the European Central Bank's pledge to support the Eurozone.

4.1.4 The average level of funds available for investment purposes during the first nine months was £12.763 million. These funds were available on a temporary basis and the level of funds available for investment purposes was mainly dependent on the timing of precept payments, the receipt and payments of grants and the timing of both capital and revenue expenditure. Officers can confirm that the approved limits within the Annual Investment Strategy have not been breached.

4.1.5 Investment rates have been at an historical low point for some time, illustrated by the amount of interest earned, £88,126 (budgeted interest £114,658). This is lower than the same period last year, £94,196 (budget £87,781), as interest rates have continued to reduce. The average interest rate on investments for this period was 0.67% compared to the benchmark of the 7 day LIBID rate of 0.45%.

... 4.1.6 Appendix A shows the investments held at 31 December 2012.

## 4.2 **Borrowing**

4.2.1 The Council's Capital Financing Requirement (CFR) for 2012/13 was estimated at £75 million. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions.

4.2.2 The table below shows the Council's external borrowings and the utilisation of cash flow funds in lieu of borrowing. This is a prudent and cost effective approach in the current economic climate.

	2012/13 Original Estimate £m	2012/13 Estimated Out-turn £m
External borrowing – Housing	63.265	59.539
Internal borrowing – General Fund	11.786	11.786
CFR (year end position)	75.051	71.325

The Self Financing payment that the HRA was required to make to the government was not finalised at the time that the original estimate for the CFR was produced. The revised estimate reflects the actual payment that was made at the end of March 2012.

4.2.3 The Council has not needed to borrow any funds on a short term basis during the first nine months of 2012/13.

#### **4.3 Prudential Indicators**

4.3.1 It is a statutory duty for the Council to determine and keep under review its "Affordable Borrowing Limits". The Council's authorised Borrowing Limit and Operational Boundary Limits for 2012/13 were set at £91.565 million and £76.181 million respectively. Activity has remained within these limits for the first nine months.

### **5 Report Implications**

#### **5.1 Finance and Value for Money Implications**

5.1.1 Up to 31 December 2012, interest earned on investments was £88,126. The Council has not needed to borrow during the first nine months of the year, to fund any temporary shortfalls in the day to day cash flow.

5.1.2 Temporary internal borrowing has been possible due to the revenue and capital reserves currently being held. Once these are used, the Council will need to replace internal borrowing with external borrowing. The use of temporary internal borrowing for capital expenditure has reduced the cost of capital in the General Fund in the short term.

#### **5.2 Environment and Sustainability Implications**

5.2.1 By having effective and prudent treasury management, this contributes towards sustainability and providing services that improve the quality of life for the communities of North Warwickshire.

#### **5.3 Risk Management Implications**

5.3.1 Credit ratings are used in assessing the institutions on the authorised lending list and the maximum investment level permitted.

5.3.2 Specialist advice was taken from our Treasury Management consultants to ensure that our debt profile for HRA self financing has an appropriate balance between long and short term borrowing.

5.3.3 Continuous monitoring of the Council's treasury position will allow external borrowing to be taken out to cover the loss of internal borrowing, at the appropriate time.

The Contact Officer for this report is Sue Garner (719374).

### **Background Papers**

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

## APPENDIX A

Investments Held at 31 December 2012

Treasury Management Update - Quarter 3

NAME OF INSTITUTION	CALL ,FIXED MMF ETC	RATE %	AMOUNT £	DATE OF INVESTMENT	MATURITY DATE
Lloyds TSB	Fixed	1.65	1,250,000.00	18-Jul-12	18-Jan-13
Coventry BS	Fixed	0.82	1,250,000.00	06-Sep-12	06-Mar-13
Nationwide	Fixed	0.8	1,250,000.00	18-Sep-12	18-Mar-13
Lloyds TSB	Fixed	2.7	1,500,000.00	11-Sep-12	10-Sep-13
Santander	CALL	0.8	1,250,000.00	28-Mar-12	
RBS Deposit	CALL	0.8	1,250,000.00	01-May-12	
Insight MMF	MMF	0.56	3,000,000.00		
RBS MMF	MMF	0.44	875,680.00		
Prime Rate MMF	MMF	0.67	3,000,000.00		
<b>TOTAL INVESTMENTS AT 31 DECEMBER 2012</b>			<b>14,625,680.00</b>		

**Agenda Item No 17**

**Resources Board**

**28 January 2013**

**Report of the Chief Executive and the Deputy Chief Executive**

**Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - December 2012**

**1 Summary**

- 1.1 This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April to December 2012.

**Recommendation to the Board**

**That Members consider the performance achieved and highlight any areas for further investigation.**

**2 Consultation**

- 2.1 Consultation has taken place with the relevant Members and any comments received will be reported at the meeting.

**3 Background**

- 3.1 This report shows the third quarter position with the achievement of the Corporate Plan and Performance Indicator targets for 2012/13. This is the third report showing the progress achieved so far during 2012/13.

**4 Progress achieved during 2012/13**

- 4.1 Attached at Appendices A and B are reports outlining the progress achieved for all the Corporate Plan targets and the performance with our local performance indicators during April to December 2012/13 for the Resources Board.

- 4.2 Members will recall the use of a traffic light indicator for the monitoring of the performance achieved.

Red – target not achieved (shown as a red triangle)

Amber – target currently behind schedule and requires remedial action to be achieved (shown as an amber circle)

Green – target currently on schedule to be achieved (shown as a green star)

## 5 Performance Indicators

- 5.1 Members will be aware that national indicators are no longer in place and have been replaced by national data returns specified by the government. A number of previous national and best value indicators have been kept as local indicators as they are considered to be useful in terms of managing the performance of our service delivery corporately.
- 5.2 The current national and local performance indicators have been reviewed by each division and Management Team for monitoring for the 2012/13.

## 6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 80% of the Corporate Plan targets and 47.1% of the performance indicator targets are currently on schedule to be achieved. The report shows that individual targets that have been classified as red, amber or green. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

### Corporate Plan

Status	Number	Percentage
Green	4	80%
Amber	1	20%
Red	0	0%
Total	5	100%

### Performance Indicators

Status	Number	Percentage
Green	8	47.1%
Amber	4	23.4%
Red	5	29%
Total	17	100%

## 7 Summary

- 7.1 Members may wish to identify any areas that require further consideration where targets are not currently being achieved.

## 8 Report Implications

### 8.1 Safer Communities Implications

8.1.1 There are community safety performance indicators which are reported to Executive Board.

### 8.2 Legal and Human Rights Implications

8.2.1 The national indicators were specified by the Secretary of State for Communities and Local Government. They have now been ended and replaced by a single list of data returns to Central Government from April 2011.

### 8.3 Environment and Sustainability Implications

8.3.1 Improvements in the performance and quality of services will contribute to improving the quality of life within the community. There are a number of actions and indicators which contribute towards the priorities of the sustainable community strategy including customer access strategy, outreach services, financial inclusion, health and well being services and decent and affordable housing.

### 8.4 Risk Management Implications

8.4.1 Effective performance monitoring will enable the Council to minimise associated risks with the failure to achieve targets and deliver services at the required performance level.

### 8.5 Equalities

8.5.1 There are a number of equality related actions and indicators highlighted in the report including developing outreach services, financial inclusion, decent and affordable housing.

### 8.6 Links to Council's Priorities

8.6.1 There are a number of targets and performance indicators contributing towards the priorities of access to services, improving housing in the borough, tackling health inequalities, achieving a balanced budget and developing our workforce.

The Contact Officer for this report is Robert Beggs (719238).

### Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date
National Indicators for Local Authorities and Local Authority Partnerships	Department for Communities and Local Government	Statutory Guidance	February 2008

NWCP Resources 12/13						
	Action	Priority	Reporting Officer	Update	Status	Direction
NWCP 039 11/12	To continue to contribute to the effectiveness and savings targets through the delivery of the Procurement Strategy Action Plan	Public Services and Council Tax	Bird, Linda	Procurement Plan actions have been reviewed and are on target.	 Green	
NWCP 040 11/12	To continue to contribute to the effective delivery of services through implementing the actions identified to progress the implementation of the ICT Strategy	Public Services and Council Tax	Bird, Linda	ICT Strategy actions included in Service Plan have been reviewed and progress is on target.	 Green	
NWCP 041 11/12	To carry out the preparatory work needed, ready for the implementation of the 'self financing' model for the Housing Revenue Account in time for the proposed implementation date of April 2012	Public Services and Council Tax	Garner, Sue	Preparatory work was carried out, and an updated business plan was approved by Resources Board in June.	 Green	
NWCP 050 11/12	To develop an action plan by June 2012 to assess and, where practicable, resolve ongoing capital and maintenance issues with all other Council buildings, including the Memorial Hall, The Arcade, Abbey Green, community buildings, shops and industrial units, including seeking ways to reduce, where possible, our carbon footprint	Public Services and Council Tax	Dobbs, Richard	A report went to Resources Board in June setting out measures for Property Management Plans to be produced for all significant Council buildings. Individual reports on the Arcade and Council House have previously been considered.	 Green	
NWCP 063	To implement the action plan agreed following the review the services delivered by Community Support during 2012/2013	Housing	Coates, Angela	Meetings with the political Groups have been arranged for before Christmas. The cross party task and finish group should begin work in January 2013.	 Amber	

NWPI Resources 12/13

Ref	Description	Section	Priority	Year End Target	Performance	Traffic Light	Direction of Travel	Comments
NWLPI 052	The % of invoices for commercial goods and services which were paid by the authority within 30 days of such invoiced being received by the Authority (former BV8)	Financial Accountancy	Public Services & Council Tax	98	98.21	 Green		
NWLPI 054	The proportion of working days / shifts lost to sickness absence (former BV12)	Human Resources	Public Services & Council Tax	6	6.67	 Red		There has been a large proportion of long term sickness (e.g. due to operations) during the period
NWLPI 055	Voluntary leavers as a % of staff in post (former BV13)	Human Resources	Public Services & Council Tax	7.5	9.92	 Red		There has been a large proportion of retirements (7 retirements) and 2 dismissals in the period
NWLPI 57	Percentage of calls answered through the Central Control system within 60 seconds. (TSA national standard 96.5%):	Community Support	Housing	99	99.4	 Green		
NWLPI 135	Percentage of response repairs completed right first time	Housing Maintenance	Housing	90	85	 Amber		Currently under investigation
NWLPI 068	Gas certificates completed	Housing Maintenance	Housing	100	99.91	 Amber		Two properties are outstanding an eviction has taken place at one of these properties leaving one outstanding
@NW:NI156	This indicator measures the numbers of households living in temporary accommodation provided under the homelessness legislation.	Housing Management	Housing	2	3	 Red		Increased number of priority casesn approaching for assistant
NWLPI 136	Number of tenants with more than 7 weeks rent arrears	Housing Management	Housing	2.5	4.38	 Red		Cases are decreasing
NWLPI 070	Average time taken to re-let local authority housing (former BV212)	Housing Management	Housing	21	37.78	 Red		Void demand is going down the change is how we manage asbestos in these properties
NWLPI 039	The percentage availability of corporate systems available to users Monday to Friday 8.00 am to 5.30 pm :	Computer Services	Public Services & Council Tax	99.7	100	 Green		
NWLPI 040	The percentage of initial response to helpdesk calls within four hours of a call being placed :	Computer Services	Public Services & Council Tax	95	97	 Green		

NWPI Resources 12/13

Ref	Description	Section	Priority	Year End Target	Performance	Traffic Light	Direction of Travel	Comments
NWLPI 041	Percentage of Service Desk Calls resolved in target (total of IS3 to IS6)	Computer Services	Public Services & Council Tax	95	96	 Green		
NWLPI 096	The Percentage of Calls answered in 20 seconds in the contact centre	Revenues & Benefits	Public Services & Council Tax	75	76	 Green		
NWLPI 100	Housing Benefit Security: : The number of prosecutions and sanctions, per 1,000 caseload (former BV76d)	Revenues & Benefits	Public Services & Council Tax	12	11	 Amber		
@NW:NI181	The average time taken in calendar days to process all new claims and change events in Housing Benefit and Council Tax Benefit	Revenues & Benefits	Public Services & Council Tax	10.5	10.11	 Green		
NWLPI 106	The percentage of non-domestic rates due for the financial year which were received by the authority (former BV10)	Revenues & Benefits	Public Services & Council Tax	85.62	87.24	 Green		
NWLPI 107	Proportion of Council Tax collected (former BV9)	Revenues & Benefits	Public Services & Council Tax	87.05	86.84	 Amber		

## Agenda Item No 18

### Resources Board

28 January 2013

Report of the  
Deputy Chief Executive

Treasury Management Strategy  
Statement, Minimum Revenue  
Provision Policy Statement and  
Annual Investment Strategy for  
2013/14

#### 1 Summary

- 1.1 This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2013/14.

#### **Recommendation to the Council**

**That the proposed strategies for 2013/14 be approved**

#### 2 Introduction and Background

- 2.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) recommends that the Council adopts the following form of words to define the policies and objectives of its treasury management activities:

- “The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of Treasury Management activities focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
- The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.”

#### 3 Statutory requirements

- 3.1 The Local Government Act 2003 and supporting regulations requires the Council to ‘have regard to’ the CIPFA Prudential Code, the Communities and

Local Government (CLG) Minimum Revenue Provision Guidance, the CIPFA Treasury Management Code and the CLG Investment Guidance.

#### **4 CIPFA requirements**

4.1 The CIPFA Code of Practice on Treasury Management (2011 revision) was adopted by this Council on 22 February 2012. The primary requirements of the Code are as follows:

- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
- Creation and maintenance of Treasury Management Practices which set out the way in which the Council will seek to achieve those policies and objectives.
- Receipt by the full council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-Year Review Report and an Annual Report covering activities during the previous year.
- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution of and administration of treasury management decisions.
- Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is Resources Board.

4.2 The Code also emphasises the importance of Risk Management within treasury activities and also highlights effective performance management.

4.3 The three main reports identified above incorporate a variety of policies, estimates and actuals. These reports are required to be adequately scrutinised by Board before being recommended to the Council. This role is undertaken by Resources Board.

#### **5 Treasury Management Strategy for 2013/14**

5.1 The suggested strategy for 2013/14 in respect of the following aspects of the treasury management function is based upon the treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's treasury adviser, Sector Treasury Services.

5.2 The strategy covers:

- treasury indicators which will limit the treasury risk and activities of the Council

- the current treasury position
- the borrowing requirement
- prospects for interest rates
- the borrowing strategy
- policy on borrowing in advance of need
- the investment strategy
- creditworthiness policy
- policy on use of external service providers
- the MRP strategy.

## **6 Balanced Budget Requirement**

6.1 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:-

- Increases in interest charges caused by increased borrowing to finance additional capital expenditure, and
- Any increases in running costs from new capital projects

are limited to a level which is affordable within the projected income of the Council for the foreseeable future.

## **7 Treasury Limits for 2013/14 to 2016/17**

7.1 It is a statutory duty under Section 3 of the Act and supporting regulations, for the Council to determine and keep under review how much it can afford to borrow. The amount so determined is termed the “Affordable Borrowing Limit”. The Authorised Limit represents the legislative limit specified in the Act.

7.2 The Council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax and council rent levels is “acceptable”.

7.3 Whilst termed an “Affordable Borrowing Limit”, the capital plans to be considered for inclusion incorporate financing by both external borrowing and other forms of liability, such as credit arrangements. It also includes an assessment of potential risks and allows some headroom for additional short term borrowing in the event that this is needed, for example, if the timing of capital income or expenditure changed.

- 7.4 The operational boundary focuses on the expected treasury management activity during the year, and reflects the levels of debt included within the estimates.
- 7.5 The Authorised Limit and the Operational Boundary are to be set, on a rolling basis, for the forthcoming year and two successive financial years. Details of the Authorised Limit and the Operational Boundary can be found in Appendix A of this report.

## 8 Current Portfolio Position

- 8.1 The Council's treasury portfolio position at 31/12/2012 comprised:

	Principal £m	Average Rate %
Fixed Rate Funding	0	0
Short Term Funding	0	0
Total Net Investments	12.763	0.67

## 9 Borrowing Requirement

- 9.1 The Council's Borrowing Requirement or Capital Financing Requirement (CFR) is £69,842,956 at 1 April 2013.

## 10 Prudential and Treasury Indicators for 2013/14 to 2015/16

- 10.1 Treasury Indicators, as shown in Appendix A, are relevant for the purpose of setting an integrated treasury management strategy. Other prudential and capital indicators will be reported to Executive Board before submission to full Council.

## 11 Prospects for Interest Rates

- 11.1 The Council has appointed Sector Treasury Services as treasury advisor to the Council and part of their service is to assist the Council to formulate a view on interest rates. The current bank rate is 0.5% and this is not expected to change over the next couple of years. In line with this, the money market rates for three months and one year of 0.45% and 0.9% respectively, are also expected to remain fairly static.

## 12 Borrowing rates

12.1 The Sector forecast for the PWLB borrowing rates are as follows: -

	March 2013	June 2013	Sept 2013	Dec 2013	March 2014	June 2014
Bank Rate	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
5 yr PWLB Rate	1.5%	1.5%	1.6%	1.6%	1.7%	1.7%
10 yr PWLB Rate	2.5%	2.5%	2.6%	2.6%	2.7%	2.7%
25yr PWLB Rate	3.8%	3.8%	3.8%	3.8%	3.9%	3.9%
50yr PWLB Rate	4%	4%	4%	4%	4.1%	4.1%

12.2 The Council has a borrowing or Capital Financing Requirement of £69.843 million. Of this, £59 million relates to the HRA refinancing and the remainder mainly internal borrowing. Because we have a number of capital and revenue reserves which have not yet been used, we have temporarily used these to finance our capital spending rather than the Council borrowing externally. These reserves amounted to £15.635 million at the beginning of 2012/13.

12.3 Over the next three years, investment rates are expected to be below long term borrowing rates and so value for money considerations indicate that value is best obtained by continuing to use internal reserves. However, it may shortly be necessary to borrow. The Deputy Chief Executive will monitor the interest rate market and adopt a pragmatic approach to changing circumstances, reporting any decisions at the next available opportunity.

## 13 Policy on Borrowing in Advance of Need

13.1 The Council will not borrow more than or in advance of its needs purely to profit from the investment of the extra funds borrowed. Any decision to borrow in advance will be within forward Capital Financing Requirement estimates, and will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.

13.2 In determining whether borrowing will be undertaken in advance of need the Council will;

- ensure that there is a clear link between the capital programme and maturity profile of the existing debt portfolio which supports the need to take funding in advance of need

- ensure the ongoing revenue liabilities created, and the implications for the future plans and budgets have been considered
- evaluate the economic and market factors that might influence the manner and timing of any decision to borrow
- consider the merits and demerits of alternative forms of funding
- consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.
- Consider the impact of borrowing in advance of temporarily increasing investment cash balances (until required to finance capital expenditure) and the consequent increase in exposure to counterparty risk and the level of such risks given the controls in place to minimise them.

## 14 **Annual Investment Strategy**

14.1 The Council will have regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities are: -

- a) the security of capital; and
- b) the liquidity of its investments.

14.2 The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Council is low in order to give priority to security of its investments.

14.3 The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.

14.4 Investment instruments identified for use in the financial year are listed in Appendix B under the 'Specified' and 'Non-Specified' Investments categories. Counterparty limits will be as set through the Council's Treasury Management Practices – Schedules.

## 15 **Creditworthiness Policy**

15.1 This Council uses the creditworthiness service provided by Sector Treasury Services. This service has been progressively enhanced over time and now uses a sophisticated modelling approach with credit ratings from all three rating agencies - Fitch, Moodys and Standard and Poors, forming the core element. However, it does not rely solely on the current credit ratings of counterparties but also uses the following as overlays: -

- credit watches and credit outlooks from credit rating agencies
- Credit Default Swap (CDS) spreads to give early warning of likely changes in credit ratings
- sovereign ratings to select counterparties from only the most creditworthy countries

- 15.2 It is necessary to restrict the level of investments which may be made with any individual institution and also within any group to which they belong. Details are shown below.

Group Limit – Up to 30% of total investments		
Other Limits- Up to 50% of total investments may be invested for a period of more than 1year		
Up to 100% of total investments may be made in UK institutions		
Up to 50% of total investments may be made in non UK institutions		
Up to 100% of total investments may be invested for a period up to 1 year		
Up to 20% of the investment portfolio in any one country outside the UK		
Money market Funds- as the funds are spread over a large number of institutions, these do not form part of any group limit.		
Individual Limits	Amount or % of total investments held	Rating
>1 Year	£2 million	Supranational banks AAA
>1 Year	£3 million	AAA Money Market Funds
>1 Year	£2 million	AAA F1+
> 1 Year	£1 million	AA- F1+
< 1 Year	£2 million	AAA F1+
< 1 Year	£2 million	AA+ F1
< 1 Year	£2 million	AA F1+
<1 Year	£2 million	AA- F1+
<1 Year	£1.5 million	Nationalised / part nationalised
< 6 Months	£2 million	Nationalised / part nationalised
< 6 Months	£1.25 million	A+ F1+
< 6 Months	£1.25 million	A F1
< 3 Months	£750,000	A- F1

- 15.3 All credit ratings will be monitored weekly. The Council is alerted to changes to ratings of all three agencies through the use of the Sector creditworthiness service.
- 15.4 If a downgrade results in the counterparty/ investment scheme no longer meeting the Council's minimum credit criteria, its further use as a new investment will be withdrawn immediately.
- 15.5 Sole reliance will not be placed on the use of external services. In addition, the Council will use market data and market information, information on government support for banks and the credit rating of that government support.

## 16 Country limits

- 16.1 The Council has determined that it will only use approved counterparties from a minimum sovereign credit rating of AA- from Fitch Ratings (or equivalent from other agencies if Fitch does not provide). The list of countries that qualify using this credit criteria as at the date of this report are shown in

Appendix C. This list will be added to or deducted from by officers should ratings change in accordance with this policy.

- 16.2 Officers, in conjunction with the treasury advisers, will continually monitor both the prevailing interest rates and the market forecasts.

## 17 **Interest Rate Outlook**

17.1 Bank rate has been unchanged at 0.50% since March 2009. Bank rate is forecast to commence rising in March 2015, and then to rise steadily. The Council will avoid locking into longer term deals when investment rates are down at historically low levels unless attractive rates are available with counterparties of particularly high credit-worthiness which make longer term deals worthwhile and within the risk parameters set by this Council.

17.2 An improvement in the economic outlook in the second half of 2012 and more recent stability in the markets has resulted in our treasury advisors changing their advice, which has been to keep investments to a maximum of three months. Their advice is to return to previous practice, taking decisions on the duration of investments based on credit and other information.

17.2 For its cash flow generated balances, the Council will seek to utilise its business reserve accounts, money market funds and short-dated deposits in order to benefit from compounding of interest.

## 18 **End of Year Investment Report**

18.1 At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

## 19 **Policy on the use of Treasury Management Consultants**

19.1 The Council uses Sector Treasury Services as its external advisers. The Council recognises that responsibility for treasury management decisions remains with the organisation and that it will make decisions after taking into account advice or information given. It recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and are subject to regular review.

## 20 **Scheme of Delegation**

### 20.1 **Full Council**

- Receiving and reviewing reports on treasury management policies, practices and activities
- Approval of annual strategy.

## 20.2 Resources Board

- Scrutiny/Approval of/ amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices
- Budget consideration and approval
- Receiving and reviewing regular monitoring reports and acting on recommendations.

## 21 Role of the Section 151 Officer

21.1 The Section 151 Officer for the Council is the Deputy Chief Executive. The treasury management role includes:-

- Recommending clauses, treasury management policy/ practices for approval, and reviewing the same regularly, and monitoring compliance
- Submitting regular treasury management policy reports
- Submitting budgets and budget variations
- Receiving and reviewing management information reports
- Reviewing the performance of the treasury management function
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- Ensuring the adequacy of internal audit, and liaising with external audit
- Recommending the appointment of external service providers.

## 22 Minimum Revenue Provision

22.1 The Council's Minimum Revenue Provision Policy Statement for 2013/14 is shown at Appendix D.

## 23 Report Implications

### 23.1 Finance and Value for Money Implications

23.1.1 There are no financial implications arising directly from this report. An Annual Report on Treasury Management, including investment activity will be presented to the Resources Board and Full Council by 30 September each year.

### 23.2 Environment and Sustainability Implications

23.2.1 Having appropriate financial controls through the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy contributes towards the sustainable provision of services.

### **23.3 Risk Management Implications**

23.3.1 The stringent controls in place for the treasury management function all help to minimise any risk. Establishing the credit quality of counter-parties reduces the risk of investments. Further risks have been identified for non-specified investments and are shown in Appendix B. In making any investment decision, whether it is an overnight investment or for a period of longer than one year, the risk attached is always taken into account

### **23.4 Links to Council's Priorities**

23.4.1 Making best use of our resources through achieving a balanced budget and developing our workforce.

The Contact Officer for this report is Sue Garner (719374).

## APPENDIX A

### Treasury Indicators

Treasury Indicator	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
Authorised Limit for External Boundary	85,322	85,871	86,212	86,560	86,948
Operational Boundary	69,843	69,388	68,512	67,235	65,499
Upper Limit for Fixed Interest Rate Exposure	66,000	66,000	66,000	66,000	66,000
Upper Limit for Variable Rate Exposure	31,000	31,000	31,000	31,000	31,000
Upper Limit for Total Principal Sum Invested for over 364 days (per maturity date)	50%	50%	50%	50%	50%

Maturity Structure of New Fixed Rate Borrowing	Upper Limit	Lower Limit
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

**LOCAL GOVERNMENT INVESTMENTS (England)****SPECIFIED INVESTMENTS**

*All investments listed below must be sterling-denominated, with maturities up to a maximum of 1 year.*

Investment	Repayable/ Redeemable within 12 months?	Security / 'High' Credit Rating criteria	Circumstance of use	Maximum period
<b>Money Market Funds</b> <i>These funds do not have any maturity date- structured as Open Ended Investment Companies (OEICs)</i>	Yes	Yes AAA rated	In-house	the period of investment may not be determined at the outset but would be subject to cash flow and liquidity requirements
<b>Debt Management Agency Deposit Facility<sup>1</sup></b>	Yes	N/A	In-house	364 days
<b>Term Deposits- Local Authorities</b>	Yes	N/A	In-house	364 days
<b>Term Deposits- Banks and Building Societies</b>	Yes	See Strategy	In-house	364 days
<b>Banks nationalised by high credit rated countries (sovereign rating)</b>	Yes	Sovereign rating	In-house	364 days
<b>Government guarantee on ALL deposits by high credit rated countries (sovereign rating)</b>	Yes	Sovereign rating	In-house	364 days
<b>UK government support to the banking sector (implicit guarantee)</b>	Yes	UK sovereign rating	In-house	364 days

**Monitoring of credit ratings :**

All credit ratings will be monitored *weekly or more frequently if needed*.

**Forward Deposits:**

Forward deposits may be made. However, the forward period plus the deal period should not exceed one year in aggregate.

**Support:** Banks eligible for support under the UK bail-out package and which have debt guaranteed by the Government are eligible for a continuing guarantee when debts mature and are refinanced. The banks which have used this explicit guarantee are:

Bank of Scotland; Barclays; Clydesdale; Coventry Building Society; Investec Bank; Nationwide Building Society; Rothschild Continuation Finance plc; Standard Life Bank; Royal Bank of Scotland; Tesco Personal Finance plc; West Bromwich Building Society; Yorkshire Building Society

## LOCAL GOVERNMENT INVESTMENT (England)

### NON-SPECIFIED INVESTMENTS - A maximum of 50% may be held in non-specified investments

<b>Maturities in excess of 1 year Investment</b>	<b>(A) Why use it? (B) Associated risks?</b>	<b>Repayable/ Redeemable within 12 months?</b>	<b>Security / Minimum credit rating **</b>	<b>Circumstance of use</b>	<b>Max % of overall investments</b>	<b>Maximum maturity of investment</b>
<b>Term deposits</b> with credit rated deposit takers (banks and building societies) with maturities greater than 1 year	(A) (i) Certainty of rate of return over period invested. (ii) No movement in capital value of deposit despite changes in interest rate environment.  (B) (i) Illiquid : as a general rule, cannot be traded or repaid prior to maturity. (ii) Return will be lower if interest rates rise after making the investment. (iii) Credit risk : potential for greater deterioration in credit quality over longer period	No	Period and amount will be dependent on credit ratings, as shown on authorised list	in-house		<i>Suggested limit : 5 years</i>
<b>Callable deposits</b> with credit rated deposit takers (banks and building societies) with maturities greater than 1 year	(A) (i) Enhanced income ~ Potentially higher return than using a term deposit with similar maturity.  (B) (i) Illiquid – only borrower has the right to pay back deposit; the lender does not have a similar call. (ii) period over which investment will actually be held is not known at the outset. (iii) Interest rate risk : borrower will not pay back deposit if interest rates rise after deposit is made.	No	Period and amount will be dependent on credit ratings, as shown on authorised list	to be used in-house after consultation/ advice from Sector		<i>Suggested limit : 5 years</i>
<b>Term deposits- local authorities</b>	Going concern	No	N/A	In house		
<b>UK Gilt Government</b>	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the gilt		AAA	To be used in-house after consultation/advice from Sector		<i>Suggested limit 10 years</i>

<b>Bonds issued by a financial institution guaranteed by the UK Government</b>	<p>A) Enhanced income – potentially higher return than using a term deposit with similar maturity</p> <p>B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond</p>		AAA	To be used in-house after consultation/advice from Sector		<i>Suggested limit 10 years</i>
<b>Bond Funds Gilt Funds (Collective Investment Schemes structured as Open Ended Investment Companies)</b>	<p>A) Enhanced income – potentially higher return than using a term deposit with similar maturity</p> <p>B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond</p>		AAA	To be used in-house after consultation/advice from Sector		<i>Suggested limit 10 years</i>
<b>Sovereign Bonds (i.e. other than the UK Government)</b>	<p>A) Enhanced income – potentially higher return than using a term deposit with similar maturity</p> <p>B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond</p>		AAA	To be used in-house after consultation/advice from Sector		<i>Suggested limit 10 years</i>
<b>Bonds issued by Multilateral Development Banks</b>	<p>(A) (i) Excellent credit quality. (ii) relatively liquid. (although not as liquid as gilts) (iii) If held to maturity, known yield (rate of return) per annum, which would be higher than that on comparable gilt ~ aids forward planning, enhanced return compared to gilts. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity)</p> <p>(B) (i) 'Market or interest rate risk' : Yield subject to movement during life of bond which could negatively impact on price of the bond i.e. potential for capital loss. (ii) Spread versus gilts could widen</p>	No	AAA or government guaranteed	Buy and hold to maturity : to be used in-house after consultation/ advice from Sector		

Treasury Management Strategy Statement 2013/14

**Approved Countries for Investment**

**AAA**

Australia  
Canada  
Denmark  
Finland  
Germany  
Luxembourg  
Netherlands  
Norway  
Singapore  
Sweden  
Switzerland  
U.K.

**AA+**

France (AA+ S&P rating)  
Hong Kong  
U.S.A. (AA+ S&P rating)

**AA**

Abu Dhabi  
Belgium  
Qatar (AA S&P rating)

**AA-**

Saudi Arabia

**Minimum Revenue Provision Policy Statement 2013/14**

The Council implemented the new MRP Guidance in 2008/09, and have assessed their Minimum Revenue Provision since then in accordance with the main recommendations contained within the Guidance issued by the Secretary of State under section 21 (1A) of the Local Government Act 2003. In particular, the council are satisfied that the guidelines for their annual amount of MRP set out within this Policy Statement will result in their making the requisite prudent provision that is required by the Guidance.

The MRP for the financial year 2008/09, and thereafter, will continue to be charged at the rate of 4%, in accordance with the recommendations and intent of Option 1<sup>1</sup> and the discretion available under the Guidance.

The MRP liability for 2013/14 represents a reduction from the amount of debt liability that would otherwise have been applied. The reasons for this are explained below.

In subsequent financial years, further amounts of new capital expenditure may continue to be charged at the rate of 4%, and added to the above mentioned base CFR amount, up to an amount equivalent to the Council's annual SCER allocation. The expenditures ranking for this method of charge will be assessed on a cumulative basis, where appropriate, rather than confined to individual financial years. To the extent that expenditures cannot be treated in this manner, they will be subject to MRP principles outlined in Option 3<sup>2</sup>.

Also, application of this provision will be on a discretionary basis, in that any utilisation of the continuing 4% option is entirely discretionary, and may if necessary be "stored up" until a later financial year.

The Council will treat all expenditures as not ranking for MRP until the year after the scheme or asset to which they relate is completed and/or brought into use, rather than confine this approach solely to expenditures treated for MRP purposes under Option 3.

What is meant by this is that it is considered both proper and prudent to adopt the uncompleted scheme aspect as recommended under the heading of Option 3 for all expenditures, in recognition of the fact that there is essentially no difference in MRP charging terms between any new capital expenditures.

In cases where new capital expenditure is incurred in relation to an existing asset or similar, MRP will be spread over a period which reflects the life/beneficial use of the associated asset or item.

These periods are determined for MRP purposes only, and the Council may account for depreciation of assets under SORP over different periods, after having had regard to the different conditions that may apply to these for accounting purposes.

The spreading of the MRP charge under the estimated life period approach will be carried out in an aggregate manner, as details of individual schemes, whilst required for supporting information purposes in the year for which MRP liability is first being assessed, have no beneficial purpose thereafter. Schemes/expenditures will accordingly be grouped within differing life periods where such apply.

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<sup>1</sup> Option 1 – for debt which is supported by the Government. This is subject to a 4% charge per annum.

<sup>2</sup> Option 3 – provision to repay borrowing is made over the estimated life of the asset.

The Council also determines that available resources for financing capital expenditure, such as capital receipts, will be applied to new capital expenditure in a manner that is considered appropriate in any financial year. For example, it will not be considered imprudent to apply such resources in the first instance to expenditures that have a shorter estimated lifespan, as the process for allocating either actual resources, or treatment under the various options, can only operate on a selective basis, as envisaged by the Guidance.

When adopting this aspect of the recommendations contained within Option 3, the Council may, where applicable, treat any new capital expenditures/schemes which are both commenced and finalized within the financial year as having been financed from any associated grants, s.106 monies, or similarly earmarked funds. This is however entirely at their discretion. In cases where expenditure is incurred on only part of a scheme which is not completed by the year end, any grant or similar financing resources will either be allocated to other new expenditures under delegated powers, or carried forward for MRP purposes, as necessary or appropriate.

Final decisions regarding the manner in which such resources are deemed to be allocated to schemes will be taken under delegated powers.

Estimated life periods will also be taken under delegated powers. In the case of new capital expenditure in respect of land, it is considered that the recommended life period of 50 years contained within the Guidance does not adequately reflect a realistic life period, which is considered to be at least as great as would be the case if a building were to be placed upon it. The Council are aware when approving this that the Guidance recommends only that the life period should bear some relation to that over which the asset is estimated to provide a service.

To the extent that expenditures are not on the creation of an asset, and are of a type that are subject to estimated life periods that are referred to in the Guidance, these periods will generally be adopted by the Council. However, in the case of long term debtors arising from loans or other types of capital expenditure made by the Council which will be repaid under separate arrangements (such as long term investments), the Authority will give separate consideration as to whether a Minimum Revenue Provision will be made. The Council are satisfied that a prudent provision can be achieved after exclusion of these capital expenditures from the MRP requirements.

In view of the variety of different types of capital expenditure incurred by the Authority, which is not in all cases capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefits that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure, and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

The determination as to which schemes shall be deemed to be financed from available resources, and those which will remain as an outstanding debt liability to be financed by borrowing or other means will be assessed under delegated powers.

**NORTH WARWICKSHIRE BOROUGH COUNCIL**

**MINUTES OF THE  
HOUSING SUB-COMMITTEE**

**8 October 2012**

Present: Councillor Winter in the Chair

Councillors Davis, N Dirveiks, Moore and Smith.

An apology for absence was received from Councillor Johnston (Councillor Smith as substitute).

Councillor Humphreys was also in attendance.

**52 Disposable Pecuniary and Non-Pecuniary Interests**

None were declared at the meeting.

**53 Minutes of the Housing Sub-Committee held on 9 July 2012**

The minutes of the meeting of the Sub-Committee held on 9 July 2012, copies having previously been circulated, were approved as a correct record and signed by the Chairman.

**54 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets – April – June 2012**

The Chief Executive and the Deputy Chief Executive informed Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Housing Sub-Committee for April to June 2012.

**Resolved:**

**That the report be noted.**

**55 Housing Revenue Account Budgetary Control Report 2012/2013 Period Ended 31 August 2012**

The Assistant Director (Finance and Human Resources) provided details covering the total Housing Revenue Account revenue expenditure and income for the period from 1 April to 31 August 2012.

**Resolved:**

**That the report be noted.**

56 **Empty Private Sector Homes – Enforcement and Intervention**

The Assistant Director (Housing) presented a draft Empty Homes Strategy for consideration by Members.

**Resolved:**

That the draft Empty Homes Strategy be agreed.

57 **Home Energy Conservation Act**

The Assistant Director (Housing) described a recent new requirement on the Council to produce a report on domestic energy efficiency.

**Resolved:**

- a **That the report be noted; and**
- b **That a further detailed report in accordance with the statutory schedule be made to a future meeting of Housing Sub-Committee.**

58 **Review of the Allocations Scheme and Choice Based Lettings Service**

The Assistant Director (Housing) provided an update on the Communities and Local Government Guidance, Allocation of Accommodation. An update was also provided on the Council's Choice Based Lettings Service and proposed improvements to the Council's voids and lettings process.

**Resolved:**

- a **That the implications of the Allocation of Accommodation : Guidance for Local Housing Authorities in England, as set out in the report of the Assistant Director (Housing) be noted;**
- b **That the implications of acquiring a new Choice Based Lettings IT System be noted and the use of the IBS choice based lettings system be agreed;**
- c **That the proposed changes to the void and lettings process be noted; and**
- d **That the proposals for taking forward any actions be agreed.**

**COUNCILLOR WINTER  
CHAIRMAN**

**NORTH WARWICKSHIRE BOROUGH COUNCIL**

**MINUTES OF THE  
HOUSING SUB-COMMITTEE**

**21 November 2012**

Present: Councillor Winter in the Chair

Councillors Davis, N Dirveiks, Johnston and Moore.

Councillor Smith was also in attendance.

**59 Disclosable Pecuniary and Non-Pecuniary Interests**

None were declared at the meeting.

**60 Minutes of the Housing Sub-Committee held on 8 October 2012**

The minutes of the meeting of the Sub-Committee held on 8 October 2012, copies having previously been circulated, were approved as a correct record and signed by the Chairman.

**61 Review of Adaptations Service**

The Assistant Director (Housing) updated the Sub-Committee on the progress of the review to improve the service which provided adaptations in the private sector through better collaboration with the County Council. A Business Case was also presented for consideration.

**Resolved:**

**That the Business Case be agreed.**

**62 North Warwickshire Borough Council Tenancy Strategy**

The Assistant Director (Housing) presented a Tenancy Strategy for approval.

**Resolved:**

**That the Tenancy Strategy attached at Appendix 2 to the report of the Assistant Director (Housing) be approved.**

**63 Housing Tenancy Fraud Policy Statement**

The Assistant Director (Housing) sought Members' consideration of a draft Tenancy Fraud Policy Statement.

**Resolved:**

**That the Tenancy Fraud Policy Statement attached at Appendix 1 to the report of the Assistant Director (Housing) be agreed.**

**64 Housing Ombudsman Scheme - Consultation**

The Assistant Director (Housing) informed the Sub-Committee of a draft Housing Ombudsman Scheme that the Government had published for consultation.

**Resolved:**

- a That the Housing Ombudsman Scheme be noted; and**
- b That complaints not resolved at officer level are reported to the Housing Sub-Committee for consideration.**

**65 Update on the Local Investment Plan**

The Assistant Director (Housing) updated the Sub-Committee on the Local Investment Plan specifically with regard to delivering affordable housing schemes in North Warwickshire.

**Resolved:**

**That the revised Strategic Housing Sites Delivery Plan be approved.**

**COUNCILLOR WINTER  
CHAIRMAN**

**Agenda Item No 20**

**Resources Board**

**28 January 2013**

**Report of the  
Chief Executive**

**Exclusion of the Public and Press**

**Recommendation to the Board**

**That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by Schedule 12A to the Act.**

**Agenda Item No 21**

**Request to have a Licence over Land** – Report of the Assistant Director (Housing)

Paragraph 1 – by reason of the report containing information relating to an individual.

**Agenda Item No 22**

**Request to Purchase Land** – Report of the Assistant Director (Housing)

Paragraph 1 – by reason of the report containing information relating to an individual.

**Agenda Item No 23**

**Request to Purchase Land** – Report of the Assistant Director (Housing)

Paragraph 1 – by reason of the report containing information relating to an individual.

**Agenda Item No 24**

**The Arcade** – Report of the Assistant Director (Streetscape)

Paragraph 3 – by reason of the report containing financial details of an organisation.

The Contact Officer for this report is David Harris (719222)